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The value of relationship between trade unions and employees

A study concerning customer value and branding from public social insurances in Lower Saxony (Germany)

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Declaration

I, Nils Ihnken, declare that no portion of the work referred to in this dissertation has been submitted in support of an application for another degree or qualification of this or any other university or other institute of learning. Further, all of the work in this dissertation is entirely my own, unless referenced in the text as a specific source and included in the bibliography.

Abstract

This study focuses on the parameters of the interaction between trade unions and employees of the public social insurance companies in Lower Saxony. Because of the decreasing number of trade union members the aim of the research is to assess the requirements and parameters of the individual interaction between employees and trade unions.

Through empirical mathematical methods the interaction is assessed on different levels, i. e. a personal level between in-house representatives and employees and the brand perception of trade unions and employees. Further, the factor voluntary participation is discussed as a parameter related to loyalty caused by satisfaction.

The findings of the study show that the interaction between both parties has emotionally driven elements although subgroups perceive trade unions in different ways. Some of the employees see a trade union as a more functionally driven institution with a primary task of protection. Other groups emphasise the importance of the possibility of participation. Further, the study shows a difference in interaction depending on an employee is member of a trade union or not.

Table of contents

List of figures

List of tables

1 Introduction

1.1 Dissertation working title

The value of relationship between trade unions and employees: A study concerning customer value and branding from public social insurances in Lower Saxony (Germany)

1.2 Research problem area

This research focuses on the area of the public social insurance companies (PSICs) in Lower Saxony as the market for members or potential members of trade unions in this sector. The area of PSICs in Lower Saxony stands exemplary for one sector of trade union affairs. The sector was chosen due to the possible access of the researcher as well as the complexity of the system of the PSICs. Assessing the study in a complex system based mainly on law driven regulations can help to determine factors more adequately than in the private sector. Further, the PSICs can be differentiated in independent subgroups and, therefore, intercomparability can be achieved.

Figure 1.1 shows in a triangular dependency the interactions between employer, trade unions and employee.

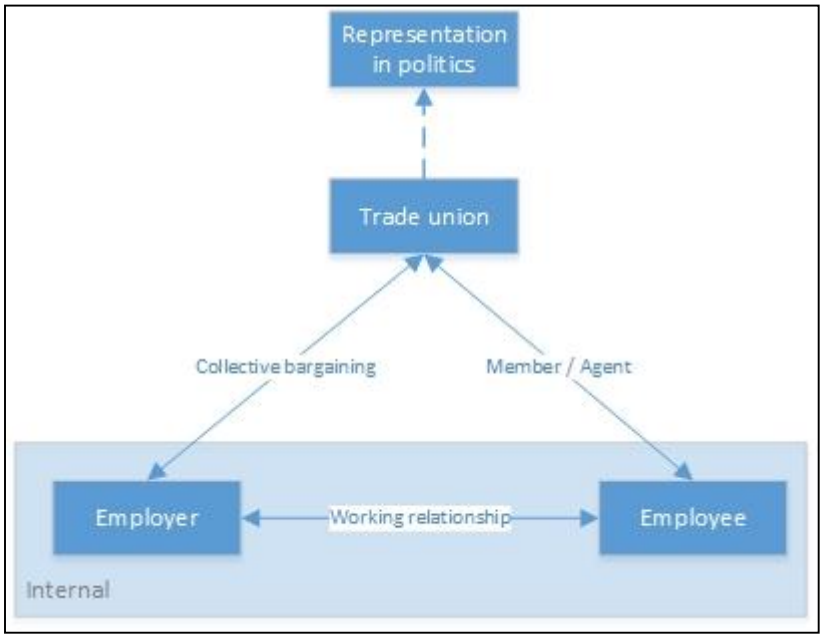
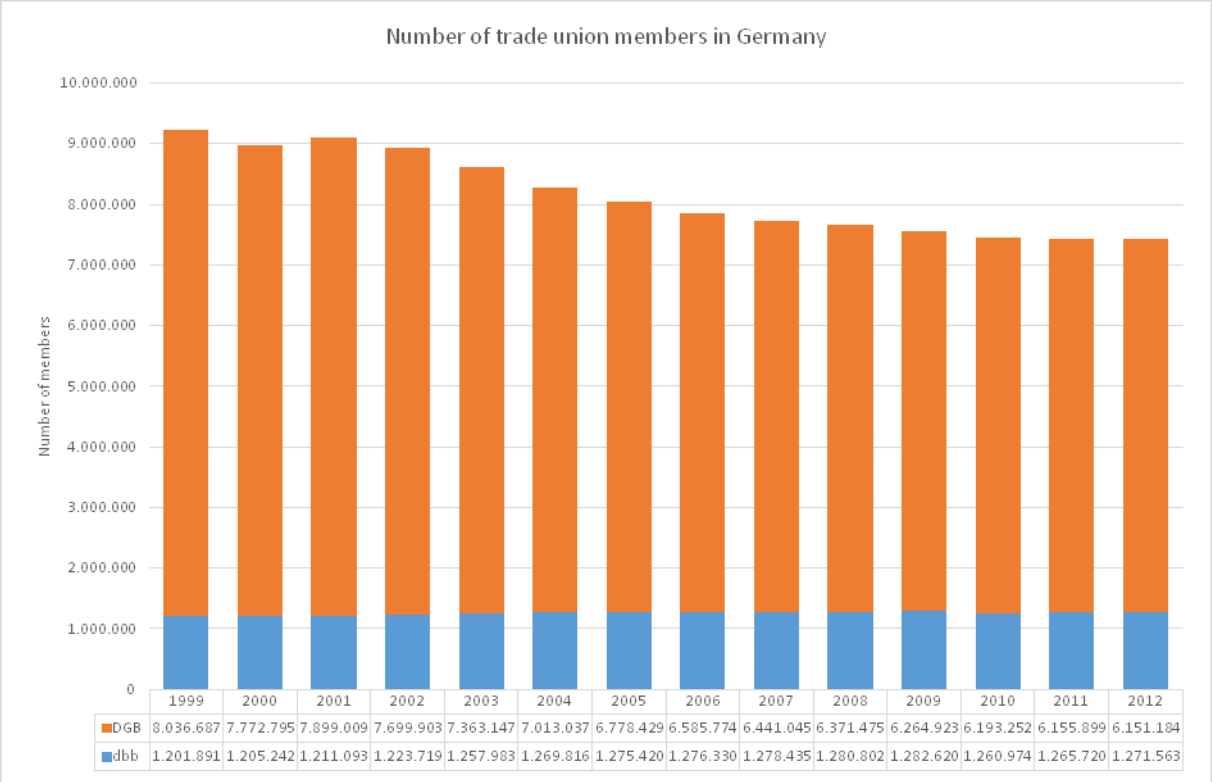


Figure 1.1: Relationship model containing employee, trade union and employer (creation by author)

Although the trade unions have the constitutional role to design the working conditions in Germany, the number of organised employees in trade unions decreases. Figure 1.2 demonstrates the decrease of memberships from 1999 to 2012 in total. It shows that in this period the total number of members dropped by approximately 2,000,000 members to 7,400,000. This means in turn that the importance of the trade union as an influencing factor

for a single employee and within the political system decreases. It is not perceived as valuable to be an advocate to negotiate working conditions.



	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
DGB	8.036.687	7.772.795	7.899.009	7.699.903	7.363.147	7.013.037	6.778.429	6.585.774	6.441.045	6.371.475	6.264.923	6.193.252	6.155.899	6.151.184
dbb	1.201.891	1.205.242	1.211.093	1.223.719	1.257.983	1.269.816	1.275.420	1.276.330	1.278.435	1.280.802	1.282.620	1.260.974	1.265.720	1.271.563

Figure 1.2: Number of trade union members in Germany from 1999-2012 (dbb, 2013; DGB, 2013)

Therefore, the power of trade unions based on their number of members can cause a downwards directed circulation of importance. By losing members the importance is damaged which has in turn a negative impact on the influence on certain political and companywide decisions. Because of the decreased influence members leave the trade union as they think they are not represented well.

The individual relationship between an employee of PSICs and a trade union could be a relevant factor for understanding how this circulation can be stopped. No study can be found for German related trade unions assessing the relevance and parameters of the interaction between those two parties. Further, understanding the nature and requirements of the interaction between trade unions and employees can accordingly help to clarify the purpose of trade unions and their activities. A special focus on emotionally driven aspects within the interaction can be a new finding which justifies this study. Other private oriented interactions between customer and company, such as in the cases of banks, show that also in those interactions emotional elements are included (e. g. protection of money, dominance). Therefore, it is possible that such aspects influence interactions with trade unions, too.

1.3 Research question

Does the interaction between trade unions and employees of the public social insurance companies in Lower Saxony have an emotionally driven element?

1.4 Research objectives

The aim of this study is the assessment of the interaction between the trade unions in the PSIC sector and the employees of the PSICs. Thereby, this research is carried out objectively and empirically in order to determine whether the interaction has only rational and functional driven elements or whether also emotional aspects are included. Furthermore, the interaction is analysed on different levels such as a personal one (between in-house representatives of the unions and employees) as well as on a macro level (between the brand perception and the employees). In addition, the factor satisfaction in relation to participation in voluntary activities of trade unions is analysed as a possible indicator for loyalty.

1.5 Research contribution

The contribution of this explanatory study determines different variables in the interaction between trade unions and employees of the PSICs. Putting a focus on the above mentioned research objectives provides valid information about how the interaction between trade union members and other employees of the PSICs and the work of trade unions are perceived on different levels. Therefore, this study gives answers to the questions whether an emotional element is included in the interaction and how this emotional aspect has negative impact on the perception and willingness of the employees to be members of a trade union. The decreasing number of trade union members can be caused by not entirely understanding the full requirements of the members' interaction.

2 Literature Review

The following chapter is subdivided into two parts. The first part focuses on the contextual differences and circumstances of trade unions of Germany. The aim is to point out particularities in the interaction between trade unions and the companies of the public social insurance companies (PSICs) in Lower Saxony. The second part critically evaluates literature of transactional and relationship marketing with a further emphasis on the customer perceived value and branding. The aim of the second part is to identify gaps in the literature that could be filled with the following research.

2.1 Contextual differences and circumstances of trade unions in Germany

Employees' unions (trade unions) have constitutional order in accordance with article 9 (3) of the German basic law (1949a) shared with the employers' associations to design the working and economic conditions in Germany. According to article 9 (3) of the German basic law (1949a) all employees have the right to decide freely and individually whether and which trade union they want to join.

19 per cent of all employees are organised in Germany (Worker participation, 2013a). The system of industrial relations is structured into two head organisations: the Deutscher Gewerkschaftsbund (DGB) and the Deutscher Beamtenbund (dbb). Both have several subordinate smaller independent trade unions for different sectors. The DGB has 6,151,184 members (2012) (DGB, 2013) whereas the dbb has 1,271,563 members (2012) (dbb, 2013). Historically the DGB took a more private proletarian role (manufacturing industry, service industry etc.) whereas the dbb received civil servants (e. g. police officers, railway servants and employees of PSICs). Nowadays, due to new job creations in the private and public sector and privatizations, the clear distinction between both head organisations by working status has been eroded. Both organisations and their subordinates act competitively independent from each other in order to attract new members from the overlapping sectors. Therefore, the DGB has also members working for the public sector (86.90 per cent private and 7.63 per cent public) whereas the dbb has members working for the private sector, too (28.82 per cent private and 71.21 per cent public) (DGB, 2013; dbb, 2013).

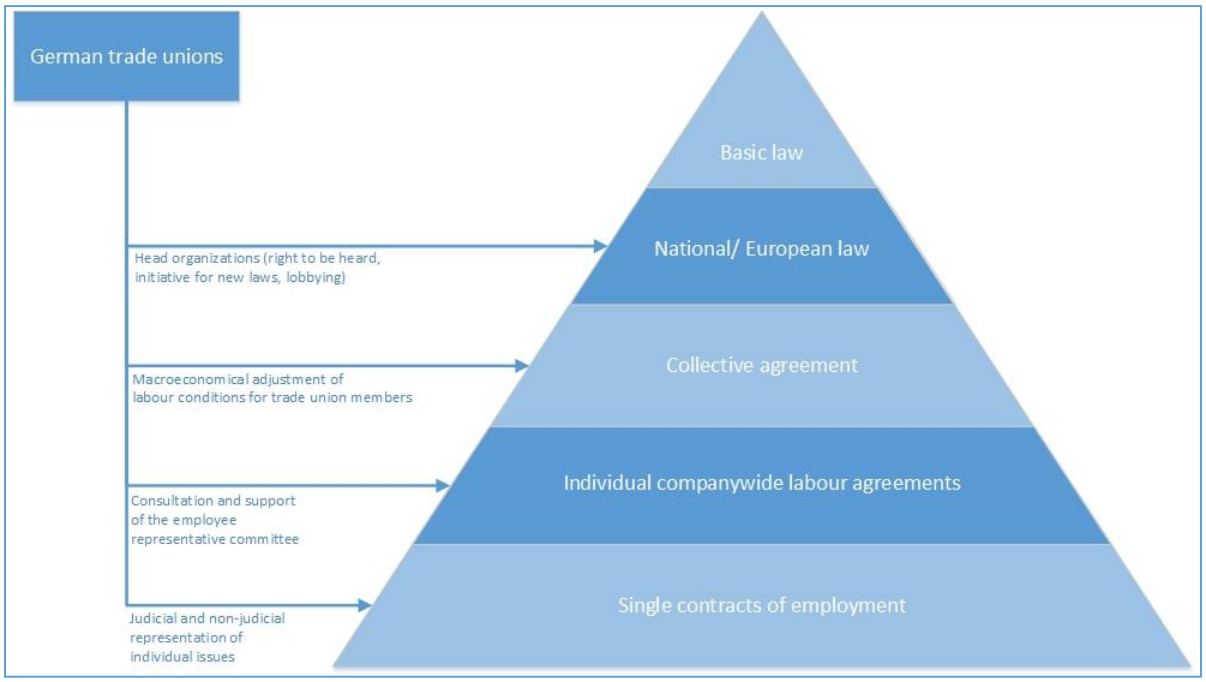


Figure 2.1: Structure of trade union involvement in Germany (creation by author)

Based on the constitutional order and the trade union system (including the head organisation), the several subordinated trade unions themselves and the individual employees influence the working conditions on different levels. Figure 2.1 shows the structure of their influence on different levels; the first and lowest level of intervention deals with individual issues of single union members. This may include juridical and non-juridical support in matters of individual issues of labour contracts (Labour Court Act, 1953, §11(4)).

Secondly, each company can agree for individual companywide labour agreements concerning exemplary salary or working hour adjustments. Organisations with five employees or more can establish an employment representative committee dealing with companywide affairs of employer interest. In private companies with more than 2,000 employees the staff is represented in the board of management (Stock Corporation Act, 1965, §96; GmbH-Act, 1892, §52; DrittelbG 2004, §1). In both committees the trade unions have a supportive and consulting role (Works constitution act, 1972, §1, §31; Stock Corporation Act, 1965, §95-116).

On the third level, the trade union can influence the working conditions for a whole regional sector (not nationwide (Worker participation, 2013b), with individual companies only in extraordinary cases (Collective agreement act 1974, §2(1))) by arranging collective agreements with the employers union on the company's side (Basic law, 1949a, article 9 (3); collective agreement act, 1974, §2 (1)). The terms and conditions are freely adjustable (autonomy by both parties) but have a legally binding character (Collective agreement act, 1974, 3 (1)) and

unlimited validity unless a subsequent collective agreement is negotiated (Collective agreement act 1974, §4(5)).

If less than 50 per cent of employees in a sector are unorganised or in general public interest the agreement is valid for the all employees of a sector including all non-organised employees (Collective agreement act, 1974, §5 (1)). Concerning the PSICs, the companies are legally in a public interest and, therefore, the law is applied (Stotax first, 2010). Hence, individual employees in this sector have less pressure to be organised in a union.

On the fourth level, the head organisations represent their affairs in the national and European political legislating process. They have the right to be heard in common social or working condition related affairs (DGB, 2010, §2 (3); dbb, 2007, §5 (3a)) and to propose new laws (Arnold, 2008).

The top level is the German basic law which regulates the rights and duties of trade unions in article 9 (3). The five levels of the pyramid represent with decreasing legitimacy downwards the intervention of the trade unions unless the lower regulations are not guaranteeing better conditions (Collective agreement act 1974, §4(3)).

According to Johari and Ghazali (2011), commitment is the highest goal of a trade union. This is determined by the socialisation, leadership, satisfaction and perceived instrumentality relativised by different circumstances of the operating sector. Sverke and Kuruvilla, (1995) and Chaison, Sverke and Sjöberg (2001) suggest that this commitment of members is mainly driven by the factor of having a common goal which bases on similar core principles.

The competition between different trade unions and the aspect of common validity of collective agreements forced the trade unions to act under rational economic conditions. A trade union has to retain old members and to attract new ones in order to increase their power of negotiation. Therefore, a trade union has a service equivalent commercial interest to create commitment driven by Johari and Ghazali's (2011) mentioned determinants. This commitment has to be communicated better to new potential members than other competing trade unions.

2.2 Characteristics in the pubic social insurance companies

The sector of the PSICs, containing the public health, pension, accident, nursing care and unemployment insurance companies, is a special case of industrial relations (Fulton, 2011). Two trade unions are operating in this sector; the Vereinigte Dienstleistungsgewerkschaft (ver.di, part of the DGB) with 63,768 members (2010) (ver.di, 2011, p. 299), a merger of different smaller trade unions from different sectors, and the Gewerkschaft der

Sozialversicherung (GdS, part of the dbb) with 40,341 members (Q1, 2013) (GdS, 2013) as a smaller specialized one.

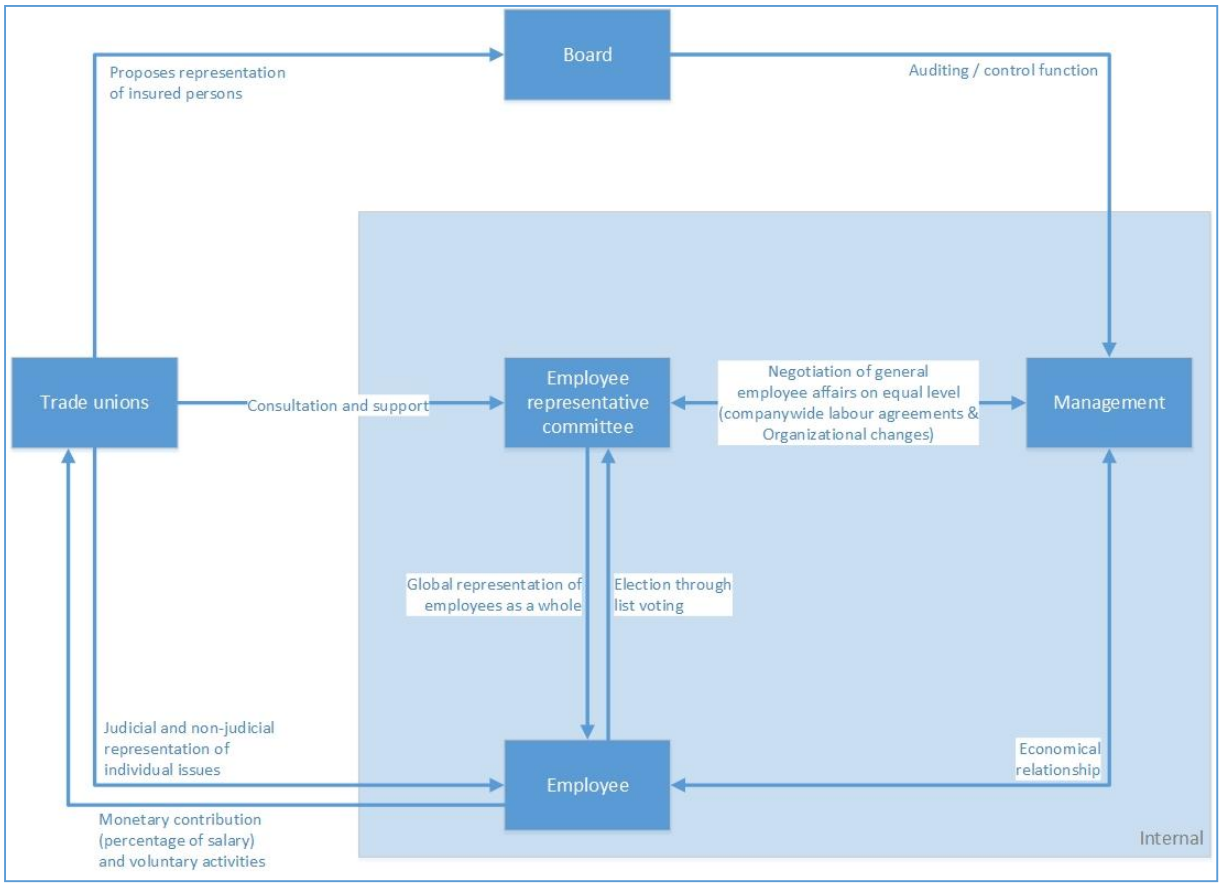


Figure 2.2: Structure of trade union involvement in PSICs in Lower Saxony (creation by author)

Figure 2.2 shows in the example of PSICs the intervention of the trade union on one company concerning their points of interaction on three different levels.

On the first and highest level of intervention the trade unions can propose the representation of insured persons in the board. The board has to control and audit the business activities of the management of particular insurance companies as an external organ (Deutsche Sozialversicherung, 2013a). It is composed according to the particular parity of payment of the incidental wage costs the employer and the employee has to cover. Figure 2.3 shows the parity of payments of the PSICs. Regarding the public health, pension, nursing care and unemployment insurances the parity is equal between employer and employee. The public accident insurance has to be entirely paid by the employer (Deutsche Sozialversicherung, 2013b; 2013c; 2013d; 2013e; 2013f). For instance, in the AOK Lower Saxony (a public health insurance) 15 seats are on the insured person's side and 15 on the employer union institution's side (AOK, 2013a).

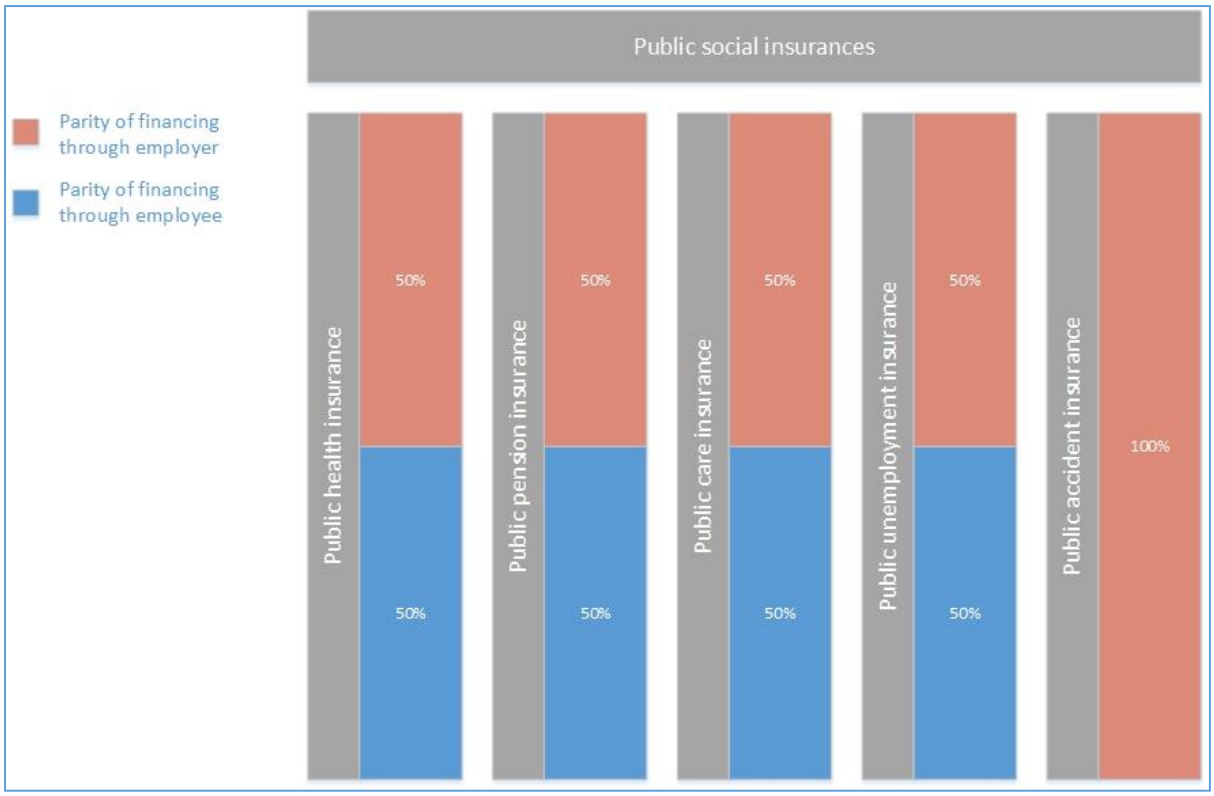


Figure 2.3: Parities of employer and employee financing in the public social insurances (adapted by University Giessen, 2009)

The 15 seats of the insured persons are proposed by every single trade union through competing lists with candidates that are elected in a democratic process by all insured persons of the company (AOK, 2013b; Social Insurance Code IV, 1977, § 45) or in a beforehand agreed single list of all trade unions (AOK, 2013b; Social Insurance Code IV, 1977, § 46 (2)).

On the second level of figure 2.2 the trade unions are intervening on the highest internal level of involvement in the employee representative committee. They can negotiate general affairs concerning the working conditions of the employees with the management on an equal stance (Lower Saxony Staff Representation Act, 2007, §§59). They can represent individuals only in extraordinary cases (Lower Saxony Staff Representation Act, 2007, §69). The trade unions have a consultative and supporting role and can propose lists for the voting process to the board as well (Social Insurance Code IV, 1977, §48, §52 (1), §54). Due to the list voting system the possibility of unionised employees in the employee representative committee is high. It guarantees the trade union's influence on the committee's actions.

The direct interaction between employee and trade union is the lowest level of intervention (in figure 2.2). The employees are structured into three different subgroups. To the first group belong the employees with simple or supportive functions (masseurs, information technology personnel). They have the same rights and duties as employees in private operating companies.

This group just represents a small minority of the whole staff (AOK, 2012). The second and biggest group are those employees dealing with core business tasks (e.g. case handlers). They represent the majority of the staff (AOK, 2012). Their employment contracts turn into permanent status after their 40th birthday and their 15th year of employment in one company (Collective agreement for salaried federal employees, 1961, § 53 (3); DTSV, 2013, §44). The third group includes employees with special tasks in particular areas and a non-terminable official equivalent status. Members of this group are bound to their employer in a 'special service and loyal relationship' (Basic law, 1949b, §33 Para. 4 and 5; Civil Servant Act, 1951, §2) without the right to strike (Civil Servant Act Lower Saxony, 2009, §67 (1)).

The mentioned employees belonging to groups with non-terminable contracts represent the majority of staff. Hence, the aim of the trade unions is not the security of jobs itself but rather to protect these employees against mainly content driven in- or external issues (Page, 2011) (e.g. in mergers (Plettner, 2011, p. 111)).

Each location of the PSICs has a voluntary trade union representative as a primary communicative instrument between the members and the full-time trade union staff.

The employees can support the trade unions on two different ways. Firstly, they can become a member and pay a membership fee. Secondly, employees can work voluntarily supporting the activities of the trade unions (GdS, 2009, §5 (1); ver.di, 2012, §10 (2c), §14).

Except of the direct interaction between employee and trade union, figure 2.2 shows that the trade unions intervene on different levels but the trade union depends on democratic votes by different parties or negotiation processes. Hence, the source of power of a trade union is based on the individual memberships of employees. The power can be influenced be the amount of members and the quality of their participation.

2.3 Transactional vs. relationship marketing

In order to determine the nature of the connection between a trade union and their members and potential members two different marketing paradigms have to be identified as transactional or relationship. The connection will be measured afterwards according to the parameters.

Therefore, this literature review will be split up into two parts. Firstly, it will be analysed what kind of nature the interaction between employee and trade union could have. Afterwards the focus will be on two particular areas: the customer perceived value, meaning what kind of value

a trade union can offer the employees of PSICs to remain loyal and to attract also potential new members, and the role of the overall picture of a trade union as a part of branding in order to differentiate from other competing offerings of other trade unions.

2.3.1 Transactional marketing

Lovelock and Wirtz (2010, p. 342) suggest that transactional marketing can be understood as an 'exchange of value between two parties'. They further state that, contrary to the relationship marketing, two determining parameters are varying. A simple transaction between two parties can be repeated but stays as a transaction unless both parties have mutual recognition and knowledge of each other. Each transaction is seen as an independent action to the one before. Drummond, Ensor and Ashford (2008, p. 237) suggest transactional marketing as a focus on the single exchange of goods or services. Hence, the focus of marketing efforts is put on attracting new customers.

Additionally to Lovelock and Wirtz (2010) Egan (2008, p.39) suggests that transactional marketing focuses on short-term sales and concentrates in their products or services creation mainly on direct features of the product to satisfy the needs of the customer. Furthermore, it does not take the whole buying process into consideration and, therefore, it puts less importance on after sale measurements. The quality is directly and only determined by the production or the service done respectively.

Egan's (2008) and Lovelock and Wirtz's (2010) theoretical models are supported by Chartered Institute of Marketing. et al. (2006) which emphasises the importance of a single-sided interaction. Both parties are interacting with each other. The transaction of the purchase is characterized by a top-down approach from the marketer's side without the opportunity for the purchaser to intervene.

Summing up the transactional marketing model is a discontinuous model of exchanging goods or services in a manner that there is no direct relationship. The exchange measurement has a more technical nature without any direct involvement of loyalty or trust. Furthermore, it focuses on the initial purchase in a repeating manner and emphasizes the one sided communication process. Moreover, the most important point is that the purchaser does not get into a physical or psychological connection with the marketers, the product or service itself. The products or service remains unemotionally and is not seen in a wider context.

In the case of trade unions this means the purpose of membership is to get a particular service (e.g. juridical support, collective agreement) when needed. Aside from that there is no further interaction without any direct benefit (e.g. no voluntary participation).

Nevertheless, a purely on transactional interactions based business model is hardly achievable. Transactional marketing does not involve any kind of emotion and explains all buying decisions only by rational reasons. Though, each rational purchase includes to some extend an unintentionally degree of emotion. Furthermore, transactional marketing can be inefficient for a company concerning the ignored effect of memory and experience of the purchasers. Therefore, it is questionable if transactional marketing alone can achieve a long term success for a company.

2.3.2 Relationship marketing

Opposing transactional marketing there is relationship marketing. It can be defined according to (Mitchell, 2001, p.33) as followed:

> *Traditional markets are extremely powerful but they have huge limitations. Real exchange is much richer than market exchange. Whenever people deal with people in 'relationships' or communities (rather than markets) they not only exchange money for goods, they share ideas, opinions, information and insights. They have a say. They also tend to form affections, bonds, ties of loyalty, feelings of obligation and so on. They begin to share and exchange values as well as value. And people whose values are most in tune with those around them tend to form the strongest, most supportive bonds with other people.*

Contrary to transactional marketing, relationship marketing emphasises the relationship between a company and a purchaser. Egan (2009, p. 39) suggests that (instead of having various independent interactions) the exchange is built on interrelated purchases basing on deeper understanding of the values of both parties as well as the communication on an equal level which will create satisfaction and loyalty between both parties. Nevertheless, contrary to the transactional marketing, O'Malley and Tynan (1999, p. 589) state that a relationship according to relationship management cannot be clearly defined; most sources tend to have a lack of overview and focus on a particular issue within the relationship marketing. The term relationship gets adjusted accordingly to it and the definition remains fragmented.

Moreover, the relationship marketing model by Egan (2009) does not suggest if the customer wants to be treated equally or a more elevated position. Thus, due to the equal status of both

parties, the role of loyalty cannot be understood in a business related manner as the simple creation of trust; in an equal or higher position loyalty is a social construct and is an under the same ethics bounded rational relation between two individuals. Loyalty means to share higher common mutual values and to represent those even if they are not fully shared as long as it serves the preservation of a higher goal. Loyalty bases on expectations. The question is if a company under normal condition of acting rational and economical can fulfil such a value based relationship.

An equal level of interaction between trade unions and employees can be the appreciation of the member's personality on one side and the opportunity to influence working condition on the other side.

According to Christopher, Payne and Ballantyne (2002, p. 5) relationship marketing has three key principles: the 'emphasis on the lifetime value', the 'recognition of the company' with its key customers and the creation of 'cross functional marketing'.

The emphasis on the lifetime value focuses on the appreciation of the current customer as a source for future interactions. Christopher, Payne and Ballantyne (2002, p.8) states that a satisfied customers is more likely to rebuy the offered product or service. Building up a relationship of trust and loyalty can help to increase the purchasing potential of the 'long-term customer'. This group of key customers is more likely to trust the company's further offerings (cross- and up-selling potential), tends to be less price sensitive and recommends the service to other potential customers (Christopher, Payne and Ballantyne, 2002, p.8). In order to create such a relation between the customer and the company's quality, customer service and marketing have to be linked closely in a conjoint strategy to attach to customer in tangible and intangible way.

Christopher, Payne and Ballantyne (2002) suggest that the way of perceiving and judging the company changes from a rational calculating to an emotional manner. But it strongly relies on the business model, the product itself and the involved risk. For a trade union member this means to support the trade union affair rather than only exploiting their services (e.g. juridical support).

Figure 2.4: Relationship marketing, quality and service (adapted by Christopher, Payne and Ballantyne, 1991, p.9)

Christopher, Payne and Ballantyne (1991, p.9) developed a framework containing three different dimensions (figure 2.4). Relationship marketing is seen in this perspective as unifying the customer service, marketing and quality in one single interconnected and interdependent action as a coordinated link to the customer. The more the three different areas are overlapping the more possibilities for a satisfying relationship with the customer is given. Applied to the context of trade unions, the quality of the offered services has to be coordinated by the communication system of the representative. The in-house representatives, as the most visible point of interaction, can have a customer service as well as a general marketing function. The representative have to support and help other members with smaller issues (customer service), position the trade union positively to attract new members (marketing) and represent affairs to other levels. Due to the voluntary nature of the in-house representatives (as hybrid between trade union member and normal employee of the PSICs) each member has the opportunity to

support those two dimensions. The quality on this level is a matter of standardisation and training. Bigger affairs are communicated to the full-time staff of the trade union.

The concept of Christopher, Payne and Ballantyne (1991) is a very simple model, but it is only limitedly applicable in real business contexts. The emphasis on a holistic view on the three areas provides evidence of how the coordination can be done in order to implement relationship marketing. In addition, no measurements are included. The model focuses on unifying the objectives and planning activities commonly; this also tends to destroy the independence of departments and, furthermore, it increases the operational risk by focusing only on one common shared objective.

Moreover, Lovelock and Wirtz (2010, p. 406) state that the quality of a service depends on five elements: tangibles, reliability, responsiveness, assurance and empathy. These especially service related factors can also be seen in trade unions. Except of the tangible (which describes the appearance of physical assets of the service, e.g. furniture), all other four factors can have an important role in the relationship between trade unions and employees. Reliability is referred to the precision of the service concerning quality and dependability. In case of juridical representation, a trade union has to be reliable in order to be authentic regarding the offered product. Further, reliability can be one of the key benefits an employee can get by a successful representation against employers and in the negotiation of collective agreements. The reliability can be the absolute minimum condition of a trade union membership.

Further, responsiveness (promptness and helpfulness) and assurance (credibility, security, competence and courtesy) are both more apart from the operational service on a mental level. In case of the responsiveness a trade union has to be prompt and helpful solving individual problems directly and immediately once they have occurred. The members of a trade union also have to feel being assured to trust the representation through the trade union. Otherwise they leave the organisation. Lastly, the empathy (easy access, good communications, and customer understanding) is a more structural issue. It evaluates if the representative and communication network of a particular trade union is efficient enough to have a neutral or positive effect on the other mentioned factors.

All those factors, except of the tangibles, are psychological mind-sets to evaluate the relationship on trust and benefit. These factors seen from a service perspective can be adapted to the trade union system due to the same pattern as a service provider of a particular issue. Hence, the personal appreciation of the customers' needs is the key of a trade union to enrich

the strength of the relationship based on the mentioned factors through the in-house or trade union representative.

Doyle (2008) supports the ideas of Christopher, Payne and Ballantyne (2002) by emphasizing the value of long-term relationships between companies and customers as a source of profit and growth. Thereby, the company's focus is put on providing a particular solution for a customer's problem. A long lasting relationship depends on mutual commitment which is referred to as loyalty. Similar to Sverke and Kurumilla (1995) and Chaison, Sverke and Sjöberg (2001), Doyle (2008) identifies commitment as a factor in relationship, but rather than a pure rational driven it can also include emotional elements. Loyalty arises from a long-term satisfaction (recurrent satisfaction by product or service) of the customer (Doyle, 2008, p. 84). In the case of the trade unions loyalty cannot be measured through the continuous satisfaction of a particular need by buying a product. Both trade unions in the sector of the PSICs, ver.di and GdS, have due to their statutes an alignment of their members by membership contracts. These contracts are all time terminable except new contracts in strikes which have a minimum duration of one year (GdS, 2009, §4(1); ver.di, 2012, §7). A membership is not automatically a determinant for differentiating the interaction as a simple transaction or as a real relationship. The 'purchase' of the product 'trade union membership' occurs just once and evaluation of the relationship has to be done internally within the trade union network. A participation in a trade union has basically two aspects to consider: On one side there is the individual security issue in case of problems or uncertainties between employer and employee (trade union in a protective role). On the other side there are opportunities for engagement and involvement into trade unions affairs influencing working conditions. Therefore, a member can have either way one of both or both factors as a stimulant for the membership but, nevertheless, it can depend on the individual circumstances of the member. Due to the membership approach of the participation in the trade union satisfaction can be measured through the successful support in individual cases of employees of the PSICs, or the successful negotiation of a benefiting collective agreement in the interest of the members of the trade union. Nevertheless, the relation between participation and loyalty remains unclear. Alternatively the voluntary participation in trade union activities can be an indicator of satisfied members for having a common objective and, therefore, being loyal (interaction on an equal level (Egan, 2009), good representation = participation).

Gummesson (2002, p. 3) defines relationship marketing as '[…] marketing based on interaction within networks of relationships'. Gummesson (2002) strongly connects the marketing

relationships of a company with theories of total quality management; it puts analogously to Christopher, Payne and Ballantyne (2002) the emphasis on a long-term relationship to the customer including a customer focus and a dialogue between both parties (Gummesson, 2002, pp.14 – 16). Gummesson (2002) also states that the company has to minimise 'bureaucratic values' by putting an emphasis on the outcome to the customer by admitting the uniqueness of the relationship and individuality of customers satisfying their needs. Those bureaucratic values are all those elements that harm the efficient way of doing business (e.g. rigidity, legal jargon, application of dysfunctional laws and regulations, a focus on internal routines etc.). As a consequence, a company has to overcome internal barriers and inefficiencies that can have a negative effect on the value delivery to the customers and the barrier of deepening the relationship.

Gummesson (2002) emphasises a very extreme role within the relationship marketing by completely basing the concept on a social network. It is questionable if a company is able to play the part of entirely being a social actor under the conditions of logical and rational acting due to business constraints. It is not mentioned if the credibility to build up a trustful relationship is constructed by the company itself or by the individual employees themselves. Contrary to this, a trade union, due to its non-profit oriented legal status, has better conditions to be credible.

Opposing Dowling (2005) states that relationship marketing with its successful origins in the business to business (B2B) relationship management, where it has its legitimacy, is not fully adoptable to business to customer (B2C) relationships. The vast number of customers cannot be satisfied with individual customised relationships between customer and company. The single customer detects that the company's efforts to build up a trustworthy relationship are just for the purpose of selling products or services instead of being a reliable partner. The resulting loyalty is not for certain; it can be easily broken by superior products or services, solving a particular problem better than the existing one or other circumstances. The result is that there is no direct link between satisfaction of the customer and loyalty. Customers can be loyal to a wide range of different companies, even if they are competing with each other (e. g. airline membership cards) because of certain provided benefits.

Dowling (2005) further expresses doubts about Christopher, Payne and Ballantyne's (2002) principles of focussing on the lifetime-value of the customer. Concerning this Dowling (2005, p.353) states:

‘- It costs more to acquire a new customer then retain one (It depends on whether they come naturally to the product; service; or store - or whether they have to be seduced to come)

- The costs of serving these customers are less. (It often costs the same to serve each customer who buys the same amount of products)

- They pay higher prices (It depends on how price sensitive they are)

- They spend more (Only if they need more)’

Dowling (2005) points out the limitations of the existing theory of relationship marketing in the B2C sector. It has relevance in markets with a relatively small number of customers (i. e. luxury-business) in which the company itself is still able to create a relationship to the customer on a personal level in the buying-selling process.

Dowling’s (2005) criticism regarding the quantity of customers does not address the factor accurately. The limitation is done in order to reduce the complexity, but rather than just reducing the amount, the complexity of the relationship itself has to be the determinant for the critics. If many of the factors regarding the relationship are equal between many customers, standardisation can reduce the degree of complexity to some extent. The by Egan (2009) mentioned treatment on an equal level does not automatically mean treating everybody on a high level individually with a high level of complexity. The other not mentioned factor is the degree of resource that is available to maintain or enrich a relationship.

Concerning the criticism of Dowling (2005) a membership to a trade union is limited by their statutes (GdS, 2009, §1(2), §3; ver.di, 2012, §6). Hence, it is impossible for an employee of the PSICs to be loyal to more than one trade union, either the member is loyal or not. However, a member can change the trade union in case of a superior offering (GdS, 2009, §1(2), §3; Ver.di, 2012, §6). Furthermore, the nature of the service of a trade union is unnatural; the potential members cannot come naturally to the trade union if they have a particular issue. Trade unions are not allowed to support or represent a particular person in a juridical case if this person entered the trade union after the first incident occurred (GdS, 2009, §6 (2); ver.di, 2012, §19).

In order to determine the different suitabilities of transactional and relationship marketing Drummond, Ensor and Ashford (2008) suggest to consider four different variables. Firstly, the degree of involvement in the good or service plays a determining role. This in turn depends on the complexity, the risk, the necessity of support and the exceptionality of the purchased good or service. Secondly, the key relationship values have to be identified in order to establish a relationship. Thirdly, a relationship has to be built up on those identified key relationship

values. The relationship value can be based on economic, social or structural benefits. Fourthly, the company has to maintain the relationship by putting effort into retaining the identified values to the customer in the long-term.

The concept of Drummond, Ensor and Ashford (2008) is a clear operational guideline of how to make a company capable for relationships.

2.3.3 Customer perceived value

According to Christopher, Payne and Ballantyne (2002, p.19) the perceived value of a product or service determines the buying-decision. Hence, analogously to Doyle's (2008) explanation, the perceived value represents the most acceptable 'solution' judging a product or service for satisfying a particular need.

Furthermore, Christopher, Payne and Ballantyne (2002) state that the customer value is determined by the perceived benefits divided by the perceived sacrifices. The perceived benefits are related to the positive characteristics of the actions (i. e. product or service) the company provides to its customer. The perceived sacrifices are those monetary and non-monetary efforts the customer has to fulfil to appreciate the virtues of the product or service. If the perceived benefits are higher than the sacrifices related to competitors the customer favours the product or service among the whole substitution products. If the product or service achieves the solution on an adequate way the customer is satisfied and creates a positive impression about the product. Because of this positive experience the customer creates loyalty to the product or service solving a particular problem on the most adequate way. Nevertheless, Christopher, Payne and Ballantyne (2002) emphasise the buying decision as a rational assessment between benefits and sacrifices.

Similar to Christopher, Payne and Ballantyne (2002), Dowling (2005, p. 194) defines customer value with the formula 'relative customer value = relative benefits – relative price'. As also Christopher, Payne and Ballantyne (2002) the price is defined as the monetary, inconvenience and perceived risk purchasing the product. Contrary to this Dowling (2005) differentiates three benefits the purchaser can achieve by consuming the product. The functional benefit is the technical performance of the product or service the customer gets. Hence, in case of trade unions it is, for example, the juridical support of the individual member.

The economic benefit is the direct saving of resources the consumer achieves when consuming that product or service (e. g. new bulb = energy saving). For trade unions this can be seen when the individual member measures weather a trade union's juridical support with less risks is

cheaper than an individual organised support in the case of a particular problem with a higher risk involved.

Finally Dowling (2005) focuses on the psychological value of a product or service. This is directly referred to the emotional attachment of the product or service to a particular person. For example, some products have a high value for the purchaser in order to achieve a certain image in society (luxury goods), other products provide security to the buyer (insurances or trade unions). A psychological value can be the mentioned factors of Lovelock and Wirtz (2010) reliability (i. e. accurate service, trade unions in a protective and advisory role), responsiveness (i. e. helpfulness of the trade union representatives), assurance (i. e. personal appreciation, safety, personal development and possibility of engagement) and empathy (i. e. evaluation of the trade union communication system). The psychological value can be an important determinant to differ from competitors and achieve a unique selling proposition to the customer. Depending on the product or service and the customer the proportion of importance between functional, economical and psychological value can vary. Especially for service companies and trade unions respectively the psychological value has a determined role due to the possibly missing physical result of the provided service; the result of a service can be completely immaterial and, thus, mainly based on psychological value (Lovelock and Wirtz, 2010). Dowling (2005) further states that rather than for the price of a product or service the benefits are more influenceable.

As consequence Dowling (2005) states that a company has to focus in the value creation process on the mentioned delivery of benefits rather than on the product features. A close aligned product or service to the in depth assessed benefits of the customer will thus have a positive impact on the satisfaction.

In the case of the trade unions, members have to differentiate between benefits deriving from the membership in one particular trade union or a non-membership. Firstly, it gives all members the security to be supported in case of individual problems in their companies (functional benefit). Further, they can get recognition and appreciation through the voluntary work or the participation in seminars (psychological benefit). In addition, the personal development through networking and coaching can be achieved. For this the member has to invest time as well as money to become member of a trade union.

2.3.4 Branding

According to Kotler and Armstrong (2010, p. 255) a brand is defined as '[…] a name, term, sign, symbol or design, or a combination of these, that identifies the maker or seller of a product or service'. Furthermore, it helps the customer to recognise the organisation. A name or symbol helps to identify a certain organisation, product or service and helps the customer to link it with positive or negative associations. This process adds value to the companies operation by giving a positive appearance to it (Kotler and Armstrong, 2010). Varey (2002) states furthermore that a brand has three different layers of interaction: the emotional, behavioural, and attitudinal. Doyle (2008, p. 232) points out three different types of brands: attribute (confidence in function), aspirational (desired lifestyle) and experience (personal growth, individuality). Varey (2002) and Doyle (2008) both differentiate by purposes. They have in common that they focus on a very rational and on a psychological extreme. Therefore, a brand can be a facilitator of the relationship between company and customer in the buying process by supporting the attributes of a certain product or service. Gummesson (2002, p. 112) also suggests that a brand can be an important 'booster' of this relationship.

According to Doyle's (2008) different types of brands, a trade union can have two different elements connected with the two different mentioned purposes of engagement. Firstly, if a member sees the trade union in its protective role then it has an attribute appearance. Contrary to this, if the members also participate in voluntary actions, it additionally has elements of an experience brand. According to Varey (2002) the second group then has a higher emotional and behavioural attachment than the first group as the attitudinal aspect is focused and less emotion is involved.

Kotler and Keller (2009) suggest that a commercial relationship goes beyond a physical interaction between the organisation and the customer. It also includes the perception which an organisation gives by its appearance. Gupta and Lehmann (2005) suggest that a psychological value of a product or service is based on the image the company contributes. Therefore, the brand is a dominant determinant to differentiate in the competition and creates an emotional attachment. According to Gupta and Lehmann (2005, p. 121) a brand can be evaluated by 'awareness, associations attitude (willingness to buy), attachment (loyalty) and activity (customers becoming advocates)'.

According to Dowling's (2005) criticism concerning the credibility of the mutual shared values of a relationship, a brand can only be a reflection and expression of the internal culture of the company. Regarding trade unions this means that those have to express an advisory, protective,

social and powerful (regarding influence and design of working conditions) image to be congruent with possibly mutually shared benefits of a trade union.

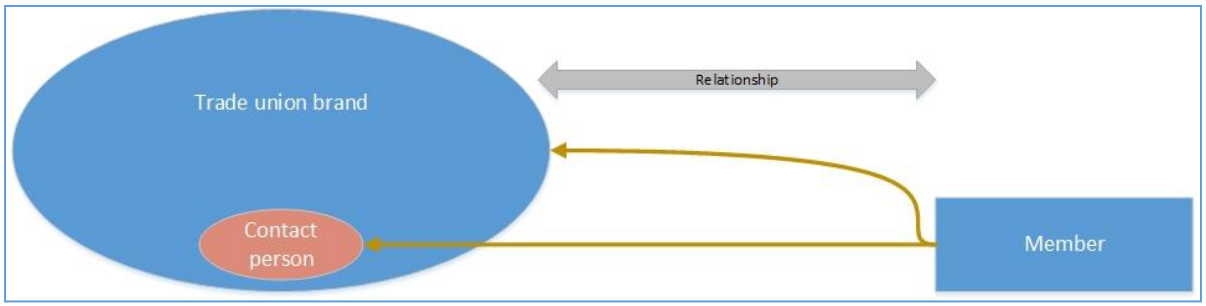


Figure 2.5: Personal and brand relationship to member (creation by author)

Berry and Parasuraman (1991, pp.118) suggest that a brand is an instrument for the customer to visualise the values of a company. Aggarwal and McGill (2012) state further that a brand is a vehicle to transport emotions, analogue to a human relationship, on a physical object such as a company. Hence, following the suggestion by Aggarwal and McGill (2012), a customer can build up a relationship inside the company with two different parties (as shown in figure 2.5). Firstly, the personal relationship is connected with the in-house representatives of the trade unions. Secondly, the member links shared patterns (such as values, history and knowledge) to the company through the brand. The brand also symbolises the accumulated major experiences with the various personal interactions from other personal relationships. Hence, the meaning of the brand can be an indicator for the appearance of the trade union.

2.4 Conclusion

The literature review examined a number of gaps in the literature. The strong emphasis of Sverke and Kurumilla (1995) and Chaison, Sverke and Sjöberg (2001) on the rationally commitment-driven membership limits the interaction between the trade unions and its members on a very simple level. These theories can be associated with a transactional perspective on trade unions. Moreover, theories of relationship marketing (Christopher, Payne and Ballantyne, 2002; Doyle, 2008; Lovelock and Wirtz, 2010) show that trade union affairs can include emotional elements within the representation system. Therefore, this study tries to investigate the relation between the emotion and the trade union membership. The emotional interaction can be an indicator for a relational nature of the relationship.

Especially according to the three dimensions of Christopher, Payne and Ballantyne (2001), the role of the in-house representative is very important to transport and strengthen the relationship with the member of the PSICs. Therefore, it will be investigated whether the three dimensions have validity for the trade union representation system.

The concept of branding will also investigated in order to determine its validity. As discussed, the brand has to be a reflection and expression of the internal culture in order to have a high level of credibility. The credibility determines directly the level of trust a member can put into the trade union. Further, it is examined whether this credibility can be an indicator for the possibility of a relationship between a member and the overall brand of the trade union.

Doyle's (2008) factor of loyalty of in a trade union remains unclear. As stated, satisfaction is the main determinant for loyalty. However, the literature review shows that an interaction on an equal level, including appreciation from one side and the possibility of participation on the other, can forge a loyal bond between trade union and member and be a related factor. Therefore, this study tries to investigate how the participation and appreciation influences the loyalty compared to the factor satisfaction.

3 Research Methodology

3.1 Introduction

In order to differentiate the research process from a casual investigation Saunders, Lewis and Thornhill (2009, p. 5) suggest an academic research with three different core elements: Firstly, data is gathered and analysed systematically. Secondly, the research needs a clear purpose in order to give the systematic investigation meaning. Further, Saunders, Lewis and Thornhill (2009, pp. 138) differentiate thirdly between three kinds of research purposes: the exploratory study, which focuses on examining the profound meaning of a problem, the descriptive study, which pictures or characterises a particular circumstance or subject, and lastly the explanatory study, which emphasises on the causal explanation of the relationship between particular variables.

In this case the study addresses the gaps identified in the literature review with the help of the following research questions:

1. Has the interaction between employee of public social insurance companies (PSICs) and trade unions a relational nature?
2. Is a strong relation between the local in-house representation of the trade unions and the employees an important connection for the perception of a trade union by the employees?
3. Does the branding of a trade union communicate a credible image (i. e. advisory, security, influence) of the trade union?
4. Does the willingness of voluntary participation in a trade union depend on the overall satisfaction of the employee of the PSIC with the trade union's affairs?

The purpose of this research is to find out whether the interaction between a trade union and the employees of the PSICs has a relational or transactional nature. Further, the study concentrates on how this connection is perceived. The gaps and research questions resulting from the literature review have to be address in an explanatory study to verify or reject the following hypotheses.

H1: The nature of the interaction between a trade union and employees of the PSICs is a relationship.

H2: Building up a local in-house representation helps to strengthen the relationship between a trade union and its members.

H3: The usefulness of a trade union is not communicated through branding as an individual benefit.

H4: The participation of employees of the PSICs is influenced by their satisfaction with the trade union.

NH1: The nature of interaction between trade union and employees of the PSICs is transactional.

NH2: Local in-house representation does not help to strengthen the relationship between trade unions and their members.

NH3: The usefulness of a trade union is communicated through branding as an individual benefit.

NH4: The participation of employees of the PSICs is not influenced by their satisfaction with the trade union.

The research onion by Saunders, Lewis and Thornhill (2009, p. 108) is an instrument to understand the different layers of the research process. It divides the process into six dimensions: Research philosophy, research approach, research strategy, research choice, time horizon and finally techniques and procedures for data collection and analysis.

3.2 Research philosophy

According to Saunders, Lewis and Thornhill (2009, p. 107) research philosophy is defined as '[…] the development of knowledge and the nature of that knowledge'. Referring to Mkansi and Acheampong (2012, p 133) it contains three essential parts: ontology, epistemology and axiology.

Ontology is the perception of reality. It describes entities within it and, if given, their interrelation (Collis and Hussey, 2009, p. 58). The term epistemology is the superordinated manner of how a research is conducted. An epistemological stance takes a particular mind-set, such as positivism, relativism, subjectivism, hermeneutics, deconstructivism, constructivism, feminism to determine the philosophical stance of the research and the researcher in order to determine the point of view of the practical methodology (Müller, 2011, pp. 220). Lastly the axiology describes the value and position the researcher has within the ontological system (Bahm, 1993).

According to Saunders, Lewis and Thornhill (2009, p. 119) and Collis and Hussey (2009, pp.56) a study can focus on the three main philosophies: the positivist, relativist and interpretivist.

According to Collis and Hussey (2009, pp.56) the positivist philosophy makes the ontological assumption that the one existing reality has an objective and external perspective and is independent from the actors within it. Due to the epistemological assumption it is measurable by observation and discovery of existing phenomena. Due to its axiological assumption the positivist takes a neutral stance evaluating the discovered phenomena. The goal of investigation is the purpose of interrelation between varying objects of the reality in order to find causalities (Mackenzie, 2011, p. 535). Furthermore, these objects are not affected by the research and variables can be influenced on a negative way to change the findings (Easterby-Smith, Thorpe and Jackson, 2008, p. 55).

Secondly, the realism accepts ontologically an objective reality - but under the condition of independent entities within it with own beliefs and knowledge (Remenyi et al., 2005, pp. 33). The epistemological perception of the reality can be observed under the condition that the observation is incorrect and illusionary due to the missing perception of full information. Due to the ontology and the epistemology the researcher cannot be non-judgemental as in the positivist philosophy. The researcher is influenced by its experience and other own thinking patterns (Easterby-Smith, Thorpe and Jackson, 2008, p.67).

According to Collis and Hussey (2009, pp.56) the interpretivist philosophy is, contrary to the positivist, interpreted ontologically as a polyvalent reality. There is no fixed objective reality that exists and can be measured on an external objective manner. It is solely a construction of interconnected social subjects. Therefore, the epistemology is the result of the position in the interaction with the social entities or subjects. A general observation cannot be made but one can subjectively concentrate on the details of interaction of the sociological network. Hence, the axiological assumption is subjective, bound within the social system and the researcher is aware of the fact that variables can be influenced by intervention (Zhang, 2002, pp. 42; Saunders, Lewis and Thornhill, 2009).

Table 3.1: Parameters of research philosophies (adapted by Saunders, Lewis and Thornhill, 2009)

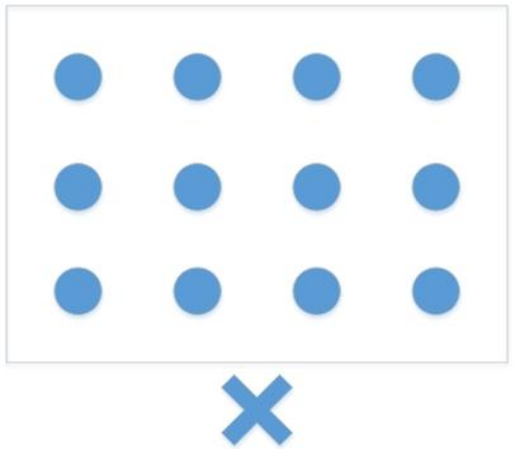
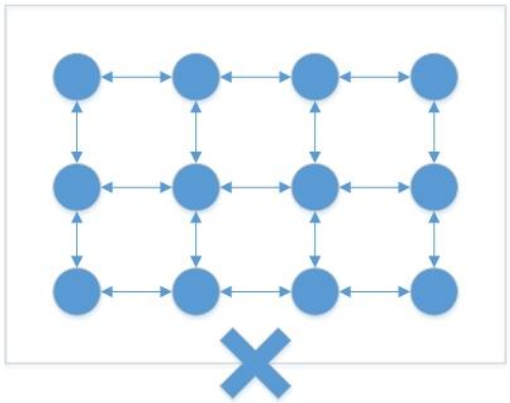
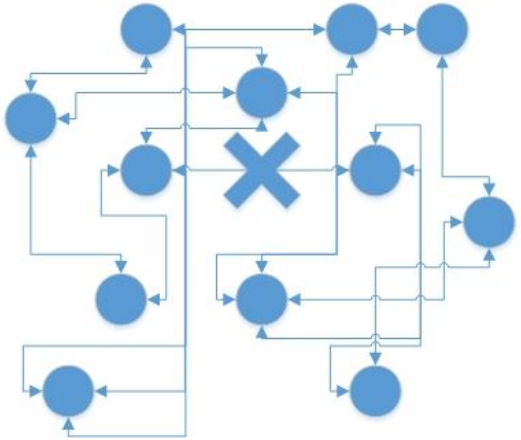
	Positivism	Realism	Interpretivism
Model x = researcher frame = reality dot = entity arrow = relation			
Parameters	-Full objectivity	-Relative objectivity	- Subjectivity
	-Objectivity only guaranteed through full probability distribution of all possibilities	-Emphasis on objectivity but influenced by other internal and external parameter that have to be minimised or accepted in the data collection and analysis process	- Researcher as part of the sociological system; emphasis on relations between subject in the system
	-Exclusion of all external factors influencing the research		
Probability of one respondent	$\frac{Single\ entity}{Number\ of\ total\ popualtion}$	$\frac{Single\ entity\ \pm\ Sum\ of\ uncertanty\ factors}{Number\ of\ total\ popualtion}$	$\frac{Subjective\ choice}{Number\ of\ total\ popualtion}$
Bias	- Breach of neutrality through the distribution (in-house representatives)	-Minimising trade union confession by guideline	-No empirical analysis possible due to missing probability sample
	-No laboratory conditions; circumstances of unforeseeable parameters influencing the result of research	-Coaching and controlling of the survey distribution	-The position of the researcher is subjective and interconnected with the respondents
	-Breach of equal probability of all entities in the population through resource constraints (time, costs, geographical distance)	-Selection of the 25-biggest branches by quote	
		-Selection of 1% of total employees survey distributed per branch by quote	
		-Through quote of branch and amount bias in the randomness and representativeness of the sample	
Conclusion	Positivism is not executable due to the negation of influence of internal and external factors on the research. Absolute objectivity in a sociological study not achievable. Also not feasible due to resource constraints of the researcher (time, costs)	Realism is executable accepting a pragmatic approach including influential factors in the research. Relative objectivity has to be high to have credibility throughout the minimisation of bias, but realism gives the opportunity to make compromises to resource limitations.	The distance between the researcher and the respondent is too short. Non-probability cannot be accurately analysed empirically without a probability element

Table 3.1 shows the parameters and biases of the different philosophies related to this research. The positivist approach of perceiving reality objectively makes it able to collect and analyse larger amounts of data objectively by observation (Remenyi et al., 2005, pp. 56). The objective stance takes an important role in this study in order to answer the research questions and to collect and analyse primary data. Nevertheless, by observing a sociological phenomenon internal and external influences cannot be excluded as they can harm the total objectivity. Although the researcher is not part of the system and can take a relatively value free position due to the distribution process, the selection by resource limitations and the type of questioning a total objective research in a positivist manner is not feasible. A positivist philosophy would be optimal to be executed but practically the realist philosophy is more feasible in this study because the biases of the realist approach are better manageable than those of the positivist. The interpretivist philosophy can be excluded through the subjectivity within the system.

3.3 Research approach

The research approach determines the role of secondary data within the research process. Furthermore, it determines the kind of result which is gathered by the research; existing theories can be tested on validity or new theories can be developed in order to fill theoretical gaps (McGivern, 2005, pp. 425). There are different approaches to use data in the research process: the inductive and the deductive approach.

The deductive approach coming from the Latin root ‘deducere’, which means ‘to lead something away’ (Latin-dictionary, 2013a), has the purpose to test or apply existing theories to a new context. The approach concentrates clearly on existing laws or other generalisations. Furthermore, it provides the research a systematic structured framework based on given facts by laws or generalisations. The deductive approach is a method to study the casual interrelations between different variables throughout the testing of hypotheses that are raised through assumptions based on the existing literature (Saunders, Lewis and Thornhill, 2009, pp. 124).

Those hypotheses can be verified or rejected in the research process through the investigation of quantifiable empirical primary data (Collis and Hussey, 2009, p.59). The validity of this approach is given by the involvement of a large number of participants in the used sample. The approach suggests that sociological patterns can be generalised when many social actors have similarities in the externally observed anomalies. However, those similarities can only be observed and have a common generalisability if the similarities in the anomalies have an

appropriate amount of numerical size. In turn, single anomalies cannot be examined properly due to the rigidity of the research structure (Bitekhtine, 2005, pp. D1). This approach is valid for identifying 'how' an existing theory fits into a particular context but cannot give any explanation about 'why'. Therefore, the deductive approach takes a more positivist philosophy seeing the researcher being independent from the research process as an objective entity of a value free analysis based on a cause-effect network (Collis and Hussey, 2009, p.9).

The inductive approach, coming from the Latin root 'inducere' with the meaning 'to lead something to' (Latin-dictionary, 2013b), describes the process of experiencing a new phenomenon and developing a new theory about it. This approach has the main objective to identify the nature of the problem (Collis and Hussey, 2009, p.8). It focuses on details and subjective opinions of social actors within the system by examining qualitative data. The in single cases observed details of the phenomena are used to create new or to amend existing theory. Thus, a focus is put on the 'why' and the deeper meaning of a problem. In order to be able to understand the deeper meaning of the 'why' the researcher is part of the socio-cultural system and takes a subjective point of view (Saunders, Lewis and Thornhill, 2009, pp. 125). The process of the inductive research is flexible and adaptable to the subject of analysis. Furthermore, the used samples are smaller than those in the deductive approach in order to focus on the mentioned details. An examined theory throughout an inductive research can lose its validity because it can be based on a single observed phenomenon. These theories cannot be generalised and be valid in different subjects. Thus, it is questionable without a proper validation throughout another deductive research. The new created theory from inductive research only creates a new hypothesis that has to be tested on validity (Lesage and Wechtler, 2012, p. 487).

The third approach, a mixed method approach, can eliminate the weaknesses of both approaches. Typically a theory is firstly created throughout an inductive research in a small sample which gets validated and generalized by deductive research in a big sample afterwards (Saunders, Lewis and Thornhill, 2009, pp. 127; Cameron, 2011, p. 96).

According to the realist philosophy, an inductive approach is more likely to be rejected due to the axiological position of the researcher and the subjective manner of inductive research (Collis and Hussey, 2009).

Here, the research questions are tested on their validity and usefulness in the context of the relations between trade unions and employees of the PSICs in an objective and non-judgemental manner. Therefore, hypotheses are set up and tested in a deductive approach.

3.4 Research strategy

The research strategy determines the right vehicle in order to answer the examined research questions. A particular strategy has to be chosen as the most effective instrument of selection to answer those questions. None of the research strategies, such as experiments, surveys, case studies, grounded theories, ethnography and action research, have an elevated status. The usefulness depends on the particular research context (Saunders, Lewis and Thornhill, 2009, p. 141).

The experiment strategy, which has its roots in natural science, is a strong deductive approach. It is carried out detached from the context and has a strong emphasis on examining the relationship between two or multiple variables. A typical experiment is designed with two independent groups of randomly selected participants. Within the experiment these two groups take different roles; one group represents the tested group whereas the dependent variable is changed. The other group is the control group in which the variable remains unchanged (Denscombe, 2007, pp. 48). Through this research design the internal validity of the variables is guaranteed. It also minimises the chance of an alternative explanation for the amendment of the variables. The experiment can be biased by the selection of the participants. It remains unclear how a research strategy can examine only a few group samples with randomly chosen participants and derive certain parities in real population in order to achieve external validity and generalisability. Larger samples as well as ratio oriented parities of the population can raise the complexity of the strategy (Saunders, Lewis and Thornhill, 2009, p. 144).

The second research strategy, the survey, is an instrument to collect large samples of primary data in a standardised deductive manner in real life context (Denscombe, 2007, pp. 9). The high standardisation leads to an easy comparability and accumulability of the large sample by using a quantitative design to analyse the primary data empirically. However, due to the systematic strategy, the findings are restricted to the relatively small number of questions in the questionnaire (May, 2011). The standardisation reduces costs and the complexity in the contribution process. A survey strategy analogue to an experiment strategy can be used to examine the interrelation between variables, but contrary to the experiment the survey has no controlling instrument that guarantees internal validity. The design of the questionnaire takes a crucial role in order to achieve this internal validity. Nevertheless, interrelations between

variables can only be suggested and not be addressed as for certain. A survey strategy has to consider, among the design itself, the response rate of the sample (Remenyi et al., 2005, pp. 56). Other strengths and weaknesses are shown in table 3.2.

Strength	Weaknesses
Low costs	The response rate is not guaranteed
Ability to quantify	The background and surrounding of the survey can not be influenced (e. g. given answers under time pressure)
Large quantity of data (more validity)	Problems in terms of employment right asking at the workplace
Objective	The design of questions can manipulate the answers
High level of common structure	Questions are more likely to be generalized and provide less flexibility
Anonymity	Parameters (e.g. timeframe, the conduction and content) have to be defined clearly

Table 3.2: Strength and weaknesses of surveys (adapted by Remenyi et al., 2005)

The case study, the third strategic instrument for examining data, is a flexible tool to observe a phenomenon from different perspectives. The phenomenon as the unit of analysis is, thereby, not detached from the context and can be seen as a part of the phenomenon itself. In order to address this 'case' the strategy involves different deductive and inductive strategies combined like in interviews or surveys (Denscombe, 2007, pp. 35). Todd (1979, pp. 602) suggests a triangulation of primary data collection in order to get data from three different strategies to observe a phenomenon from various perspectives.

Grounded theory	Ethnography
Inductive	Inductive
Small sample	Small sample
Development of theories out of observed phenomena	Researcher has to spend considerable time researching in the field
Closely linked qualitative techniques to understand the phenomena	Focuses on daily routines
First the research is done than theory developed	Holistic approach linking cultural aspects to processes, relationships, connections and interdependencies

Table 3.3: Differences of grounded theory and ethnography (Denscombe, 2007, pp. 61, pp. 88)

Other strategies are rejected in advance due to the misfit of the chosen research approach or philosophy shown in table 3.3. The grounded theory and ethnography are rejected due to its inductive nature and the action research because of the role of the researcher as an active participant in the research. An active role of the researcher cannot be achieved by labour law

restrictions of disrupting the workflow of employees of the PSICs with private affairs (AOK, 2013c).

Resulting from the realist and deductive approach a survey strategy is used to examine the data (Bryman and Bell, 2007). The survey represents an appropriate tool to examine the quantitative data because it is based on the particular hypotheses resulting from the reviewed literature. Furthermore, it is a useful tool to assess a large amount of data in a structural way. The questions of the survey are closed questions in order to guarantee the inter-comparability between the all single respondents (Saunders, Lewis and Thornhill, 2009). It is more appropriate to compare it to an experiment because of the different locations, the randomness of the respondents and the time consumption of the target audience. In turn, the survey can guarantee a more economical and less time consuming process for the participant and the researcher. Nevertheless, the weaknesses of a survey strategy have to be closely monitored.

3.5 Research choice

Saunders, Lewis and Thornhill (2009, pp. 151) suggest three different research choices: the mono method, mixed method and multi methods. Before explaining these three different choices the terms qualitative and quantitative research have to be mentioned.

Qualitative research is a research that focuses on the investigation and analysis of audio-visual patterns that are not quantifiable. According to Denzin and Lincoln (2000, p. 3) the term is defined as '[…] a situated activity that locates the observer in the world'. Research in this area depends mainly on the subjective interpretation of those patterns, which can be used to examine a particular phenomenon and create or amend a theory accordingly to it (Denscombe, 2007, pp. 286). The strength of qualitative data is its richness in details. It is appropriate to picture a particular problem in depth. Typical methods of qualitative research are exemplary structured interviews with evaluation through exemplary coding techniques.

Contrary to the qualitative, quantitative research focuses on the strict quantifiable data such as numerical data or scales. According to Aliaga and Gunderson (2000) it is defined as 'explaining phenomena by collecting numerical data that are analysed using mathematical based methods (in particular statistics)'. The strength of quantitative data is its comparability and statistical evaluation. The data can be interpreted objectively by its numerical facts and, furthermore, it is generalisable (Denscombe, 2007, pp. 253). Nevertheless, the quantitative data focuses less on details. It is more appropriate to evaluate the relations between different numerical variables. A typical quantitative research uses for example an experimental research strategy to compare

different variables with each other. Afterwards the evaluation is processed empirically (Saunders, Lewis and Thornhill, 2009, p. 154).

All three research choices can include qualitative or quantitative data in different ways.

A mono-method research uses either way quantitative or qualitative data of research and focuses clearly on the collection by one method and on the analysis of one of both data types. The strength of this method is the clearance of purpose of the study as well as its simplicity (Saunders, Lewis and Thornhill, 2009, pp. 151). Contrary, a mono-method approach has less validity due to the single sided research process.

The multi-method research uses multiple methods for gathering qualitative or quantitative data and is defined as '[…] the use of a wide range of sources as possible to support statements' by Fitzpatrick and Boulton (1994). Compared to the mono-method the strength of this method is that it has the ability to get richer data. However, it also raises the complexity and the time consumption of the research. Another weakness is the overlapping of different research methods. A strong coordination between the different research methods is required in order to gather the intended data (Saunders, Lewis and Thornhill, 2009, pp. 152).

The third choice, the mixed method, uses quantitative as well as qualitative data for the collection and analysis of a particular issue (Venkatesh, Brown and Bala, 2013, p. 22). The quantitative and qualitative research methods, which are used, are independent from each other in the process with the exception of the findings. Multiple methods can be used simultaneously or sequential if findings from one method are used as a source for another method. The mixed method choice's strength is the very detailed capture of qualitative and quantitative data, which can finally lead to a richer and more valid conclusion of the research. However, it has an even higher level of complexity and time consumption. Especially the coordination is more complex compared to the multi methods. In order to achieve an accurate analysis the research process has to be planned well (Saunders, Lewis and Thornhill, 2009, pp. 154).

Because of the clear purpose of research with a deductive approach a quantitative mono- or multi-method choice is appropriate to execute the research. Nevertheless, in this study a multi-method research does not have a higher validity compared to the mono-method due to the limited access to the PSICs employees according to labour law restrictions. Other measurements, e. g. a case study, cannot be easily executed so that a survey has a direct, quick and anonymous manner. An analysis of various collection methods makes sense in the case of difficult access to some essential parts of the sample. A multi-method choice can be rejected

and a mono-method choice is used. The low complexity of the mono-method can also have a positive impact on the response rate respectively the rate of participation itself.

3.6 Time horizon

There are two different time horizons that are suggested by Saunders, Lewis and Thornhill (2009, p. 155): the cross-sectional and the longitudinal research.

The cross-sectional horizon concentrates on the analysis of a particular issue or problem at one moment or a short period of time. This type provides a qualitative or quantitative portrait of a particular phenomenon (Bryman and Bell, 2007). This time horizon is limited to a single period and restricts the reliability and validity of the findings to this particular moment (Rindfleisch et al., 2008).

The longitudinal time horizon can be seen as a multiple portrait of one phenomenon. It makes it possible to analyse the development of the phenomenon over a longer period of time. This time horizon has more reliability and validity but it is more complex and expensive (Rindfleisch et al., 2008).

Due to the limitation of the working time from 10th May to the 16th August a proper longitudinal research cannot be executed. A longitudinal study has to cover a minimum timeframe of six months to achieve a reasonable result (Bond, 2006).

Therefore, a cross-sectional research is done in order to examine a snapshot of the discussed research.

3.7 Primary data collection method

A survey can have a factual (opinion poll or market research) or an interferal (assessing relationship between variables) design (Easterby-Smith, Thorpe and Jackson, 2008, pp. 90). Corresponding the hypothesis assessing the relationships between different variables the survey has an interferal design.

The survey is conducted with a self-administered delivery and collection questionnaire because these are cheaper, quicker and convenient (Bryman and Bell, 2007). The research uses the representative system of one of the trade unions of the sector, the GdS, to access different branches. In Lower Saxony each branch has its own local representative who can conduct the survey with the potential participants - the employees of the PSICs.

The primary data is obtained in the 24 largest branches of PSICs in Lower Saxony. The local representatives hand out a questionnaire to every 10th local employee passing the entrance of

the canteen during the lunch breaks on one single day to avoid double entries. The method is biased by those who are not available on this day and those who are not using the canteen.

The whole process is controlled by close communication between the representatives and the researcher in order to prevent potential problems. A guideline explains how to deal with surveys to structure the process neutrally and objectively in order to increase the internal validity and minimise the bias of confession (Brace, 2004, Appendix 2). The guideline is further explained in personal contact between the researcher and the representatives to guarantee common actions.

The participants have the right either to ignore the survey or to answer it individually and hand the completely filled out questionnaire back within three working days. There are different ways of giving the questionnaire back to the local representative. The representatives have a physical mailbox which can be used as an anonymous device. Further the participant can give the filled out survey directly to the representative, who scans the surveys and emails them to the researcher.

An online survey strategy was rejected due to internal labour regulations within the PSICs that prohibit employees to access to certain websites. An online survey strategy would raise the barrier of non-participation due to more complexity in the process.

According to De Vaus (2002) incorrect surveys with missing answers are excluded from the analysis but only for the particular unit of analysis the question is used for. For the remaining hypotheses the survey is included.

3.7.1 Population and sample selection

Kothari (2004, p. 55) defines the population as ‘all items in a field that constitute a ‘universe’ or ‘population’. A sample is defined as ‘the selected respondents constitute what is technically called a ‘sample’ and the selection process is called the ‘sampling technique’’ (Kothari, 2004, p. 55).

According to Saunders, Lewis and Thornhill (2009, p. 212) a sample is used in situations if a census is too impracticable, expensive and time consuming. This research uses a sample to collect the necessary quantitative data.

A sample can be selected in two ways. In the probability sample every unit within the sample has the same probability to be selected. Due to the equality of the units it is possible to analyse data objectively and empirically (Kothari, 2004, p. 60). Units of a non-probability sample have

an unequal probability to be selected due to structural patterns (Saunders, Lewis and Thornhill, 2009, p. 213; Denscombe, 2007, pp. 13).

Type of population	Finite
Sampling unit	Constituting heath, pension, care, accident and unemployment insurance companies (construction unit) in Lower Saxony (geographical unit)
Sampling frame	20,000 of employees in the PSICs
Size of sample	Minimum 100 respondents (0,5% of population)
Parameters of interest	Gender, age, type of PSIC and trade union organization

Table 3.4: Parameters of sample selection

			Officials and Judges		Employees			
		Total	Total	In apprenticeship	Total	Permanent	Temporary	In apprenticeship
Total of state	Public health insurances	7414	12	-	7402	6605	643	154
	Accident insurances	547	21	-	526	493	24	9
	Pension insurances	4215	986	12	3229	2948	181	100
	Sum	**12176**	1019	12	11157	10046	848	263
Female of state	Public health insurances	4902	5	-	4897	4293	492	112
	Accident insurances	313	6	-	307	281	20	6
	Pension insurances	2723	488	8	2235	2031	135	69
	Sum	**7938**	499	8	7439	6605	647	187
Male of state	Public health insurances	2512	7	-	2505	2312	151	42
	Accident insurances	234	15	-	219	212	4	3
	Pension insurances	1492	498	4	994	917	46	31
	Sum	**4238**	520	4	3718	3441	201	76
Total of federal*		21360	2439		18921			

* Figure includes Federal Employment Agency, German Bundesbank, social security institutions under the supervision of federal, legally autonomous institutions, businesses and companies that are in public legal status under federal supervision.

Table 3.5: Quantity of sampling frame (LSKN, 2012, p.18)

The sampling frame describes the total number of samples available within the finite population shown in table 3.4. According to the Landesbetrieb für Statistik und Kommunikationstechnologie Niedersachsen (LSKN, 2012, p. 18) (table 3.5) the total quantity of employees is 12,000 state-employees and about 8,000 in federal supervision. Therefore, the quantity of the whole sampling frame is a maximum of 20,000 units.

Simple random sampling	**Systematic sampling**
Every person within the sampling frame has the same probability to be selected	Random sampling with a systematic approach. Choosing exemplary every *n* th person within the sampling frame
Stratified sampling	**Quota sampling**
Every person has an equal chance being selected in relation to their parity in the total population by defining subgroups (stratas) such as by gender or age. Within the stratas the participants are selected randomly. Through the proportion the sample has a better validity and generalizability.	Equally to the stratified sampling stratas are defined to categorize different groups. Instead of random selection the selection within the strata does not have to be strictly random selection.
Cluster sampling	**Multi stage sampling**
It focuses on natural occurring clusters (e.g. an organization) due to resource constraints to overcome geographical barriers. The aim is to get a representative cluster. Within the cluster a random selection is used	It combines different models using quotas, stratas or clusters in multiple stages

Table 3.6: Probability sampling techniques by Denscombe (2007, pp. 14)

Table 3.6 shows the different probability sampling techniques. In this study a multi-stage sampling techniques is used. The PSICs in Lower Saxony are differently structured in very small (2-3 employees) to large branches (more than 1,000). Due to this dispersion and the time and costs limitations the study selects the 24 largest branches (under the condition of a canteen) and 1% of the particular workforce per branch (see appendix 1 for a complete list) by quote. A full and equal probability of all 20,000 units is not given. Nevertheless, within the chosen branches more than 50 % (10,100 units) are included in the study and, thus, it is, with the help of additional probability methods, representative for the whole population. Nevertheless, it biases the validity of the data. This also is the cause why a realistic philosophy is chosen rather than a strict positivistic one.

According to Saunders, Lewis and Thornhill (2009, p. 213) the method of systematic random sampling is used to examine trade union members from both organisations as well as non-members within the branches. Every 10th employee of the particular branch who is passing the entrance of the canteen is asked to complete the survey until the fixed total distribution rate of the particular branch is reached (distribution rate is shown in appendix 1) in order to ensure the

randomness of the sampling (Denscombe, 2007, pp. 14). Employees can only participate once and are allowed to withdraw from the questioning at any stage.

The considered number of 'critical mass' is a minimum of 100 error-free completed questionnaires (Saunders, Lewis and Thornhill, 2009, p. 219). The quota of minimum response is theoretically 0.5 per cent of the total frame (or one per cent of the chosen branches). However, the researcher intends to achieve a response rate of approximately 35 per cent due to the time limitations (Baruch and Holtom, 2008, p. 1149). In order to reach this Bryman and Bell (2007, p. 244) suggest to keep the questionnaire short and simple to increase the response rate. Resulting from the 35 per cent response rate a total amount of 289 surveys have to be handed out to achieve the critical mass of 100 surveys. Concerning the quick and easy designed survey (5 - 10 minutes completion time) the response limit of three working days is realistic to examine the data because the data is collected in various branches in single events using the specific drop & pick survey mode (Baruch and Holtom, 2008, p. 1140) to keep the response rate high for instance. Additionally, the participant has the opportunity to take the survey for the individual completion.

3.7.2 Questionnaire design

The survey is designed on numerical rating questions (1 - 6) in order to make it easier analysable for the researcher examining general tendencies and factors (Bond, 2006) (appendix 2). The scale from 1 - 6 (1 = worst to 6 = best) is used due to the missing neutral number in the middle of the rating to examine a tendency of option. The participant has to choose either way a positive or negative direction in his selection, a neutral numerical option is not included (Brace, 2004, p. 118).

Furthermore, the survey contains aspects like gender, age, type of organisation, and trade union confession. So it is possible to differentiate between these parameters analysing other questions (de Vaus, 2002).

In order to guarantee a high level of internal validity the questionnaire was pretested on a smaller scale (Sapsford and Jupp, 2006, p. 103). The questionnaires were handed out to ten employees of the PSICs (not of the chosen 24 branches) to verify the structure as well as the meaning of the questions themselves. Furthermore, feedback was given concerning the validity of the questions, the structure and order of the questions, the overall appearance of the questionnaire as well as the nature of the numerical scale. As a consequence the number of questions has been reduced. The intention was to have a positive impact on the response rate.

The questionnaire contains in its final version 25 questions which makes it possible to fill out the survey within 5 to 10 minutes. The time consumption of completing the questionnaire is an important factor for the participation in the study. The order of the questions has been changed into a non-hypothesis related way to test the plausibility of the answers. The introductory explanation has been adjusted, too, as well as the visual survey design has been changed into a neutral value free one.

The survey questions derive from the gaps and the critical literature review. 25 questions have been developed to verify or reject the hypotheses.

According to hypothesis 1 ‘the nature of relationship’, questions regarding satisfaction, impression of the trade union, personal contacts, the website, contractual provisions and the appreciation of personality were asked.

According to hypothesis 2 ‘the in-house representation strengthens the relationship’, questions regarding personal contacts, the importance of activities on site and the evaluation of the in-house representation were asked.

According to hypothesis 3 ‘the branding is outdated’, questions regarding the addressing of the offerings, the values of the trade union and the personal impression of the members were asked.

According to hypothesis 4 ‘the relation of participation and satisfaction’, questions regarding satisfaction, activities, seminars, the appreciation of personality and the personal willingness for engagement were asked.

Some of the hypotheses have the same survey questions for overlapping topics and those questions were accumulated in one question for all hypotheses.

3.8 Ethical issues

Saunders, Lewis and Thornhill (2009) point out that the research should not harm the sample in an inappropriate manner. Because of the voluntary character of the research this cannot happen.

The questionnaire begins with an explanatory introduction informing the participant about the privacy, anonymity and voluntary nature of the survey, the issue itself and who conducts it (Bryman and Bell, 2007). Furthermore, the voluntary participants are not harmed on a high private level because no sensible data is asked and their anonymity is guaranteed. Through the voluntary nature and the provided information about the research the consent of participation is logical because there is no enforcement to complete the survey. Nevertheless a participant is

free to withdraw from the study at any time. The researcher has a situation ethics stance corresponding to a realist philosophy.

Using in-house representatives as the deliverers of the surveys is biased due to its membership in a particular union. This can scare employees without a membership in a particular union. Nevertheless, the in-house representative has no direct influence on the delivery itself because of the systematic distribution to every 10th employee. Individual influence and the bias of trade union confession are minimised. The in-house representatives are asked to act independently from confession as a normal colleague (no trade union symbols, no trade union marketing, if asked no direct relation between a particular trade union and the study).

3.9 Limitations

There are some limitations to consider conducting the research. Firstly, the research is geographically limited to the region of Lower Saxony due to resource limitations. External validity is given by conducting the survey in several different PSICs in this state. Nevertheless, as stated, due to the limitation of resources the initial non-probability selection through quotes have a negative impact on the validity and representativeness.

The participants are randomly allocated but parities according to the internal structure of the branch between the three different working groups (see the literature review) as well as parities of gender, age or hierarchy are not considered. This could have increased the representativeness of the sample. The parities cannot be considered because its trusted data and, thus, it is not accessible by a third person of the particular PSIC (Federal Data Protection Act, 1990, §1).

The group of pensioners is not considered in the research although those are still members of the trade union; they have no direct physical representation in the PSICs and cannot be reached with this research method.

Difficulties can occur if some of the in-house representatives do not hand-out the survey as it is written in the guideline. It is furthermore unlikely but possible that the representatives do not hand out the survey at all (Brace, 2004, Appendix 2). If the particular representative is hindered another in-house official of the trade union would be asked. All support is voluntary at any time though.

Another possible bias is the confession of the representatives itself. By handing out the survey to the particular employees in the lunch break the employee gets a certain impression of this

person. Although the study is intended to be neutral (by guideline) and structured (through the sampling) personal failings cannot be completely excluded (e.g. non-verbal communication). It is more likely that those respondents give back the survey that have a positive relationship to the particular in-house representative in the branch. Furthermore, the representatives can be biased and not completely independent from the research in spite of the guidelines which have been developed to minimise this risk; this is also an argument for a realist philosophy.

Šimundić (2013) outlines transparency, honesty and no deviation from the truth as the key determinants and encourages being aware of biases in sampling, data analysis, interpretation and publication.

The researcher analyses objectively. He is not influenced by a third party's interests or funding. Nevertheless, the researcher can be influenced unintendedly by background-knowledge and own opinions without consideration. Hence, a high self-awareness and a transparent communicative connection to the supervisor has to be maintained through the research (Bond, 2006; Clare and Hamilton, 2003).

3.10 Primary data analysis method

The program Statistical Product and Service Solutions (SPSS) is used to analyse the collected primary data. In order to design a structural analysis it is divided into four main steps. Pallant (2010) suggests different methods of analysis with SPSS in order to focus on the hypothesis by simply using methods such as the mean, median, mode and range. A complete conclusion cannot be done.

In order to address each hypothesis individually the mean and the median respectively represent just the first step of descriptive analysis to examine data. Moreover, mode and range are rejected from the analysis due to the numerical nature of the survey questions 2 - 11. As mathematical equivalent of analysis of the variance and standard deviation are used to analyse the data. The focus is on abnormalities in subgroups (by gender, age, type of company or position of organisation) that differ strongly from the total value of the particular question. All subgroups with a smaller size than five are automatically rejected from the analysis but they appear in the total analysis. A subgroup of less than five units (significance level under 5% of overall intended sample of 100 units) is, because of the size, not reliable in case of empirical analysis due to the overreaching factor of randomness resulting from the law of large numbers. A small sample has a high volatility with low significance.

The next step is the test of the particular question on Gauss' normal distribution. This test is needed in order to determine if a T-test can be executed (Griffith, 2010, pp. 231). A rejection of normality is the case if the significance is below 5 %. If the T-test has to be rejected due to the non-normality nature of the question the Wilcoxon-Mann-Whitney-Test is used. Both tests have the purpose to examine the homogeneity of the sample (Pallant, 2010, pp. 106). The application of the tests is shown in table 3.7.

For interval and normal distributed variables		
No of samples	**relation of variables**	**Test**
2	independent	T-test
2	dependent	T-test for dependent samples
>2	independent	Analysis of variance (ANOVA for single factors)
>2	dependent	ANOVA for multiple factors

For ordinal and not-normal distributed variables		
No of samples	**relation of variables**	**Test**
2	independent	U-test by Man and Whitney
2	dependent	Wilcoxon Test
>2	independent	H-Test by Kruskal and Wallis
>2	dependent	Friedman Test

Table 3.7: Tests of mean homogeneity (Pallant, 2010)

Finally in the fourth step, all questions related to one hypothesis are tested throughout a factor analysis which can, according to Pallant (2010, pp. 181), explore the relationships between all questions in several interconnected multivariate correlations. The correlations of those questions are interrelated compared and put into one factor. The degree of correlation depends gradually. From 0 - 0.2 there is no or only very small correlation, 0.2 - 0.4 a small correlation, 0.4 - 0.6 a moderate correlation and 0.6 - 1 a strong correlation.

3.11 Conclusion

According to this methodology the most efficient manner to test the hypotheses of the explanatory study is a realist philosophy with a deductive approach using a mono-method designed survey technique to examine an appropriate amount of quantitative data in a cross-sectional time horizon.

Limitations in sampling have to be done because of resource restrictions which leads to a multi stage method (firstly quote then secondly structured random sampling). The study is conducted in the largest 24 branches supported by the in-house representatives and analyses empirically.

4 Data Analysis and Findings

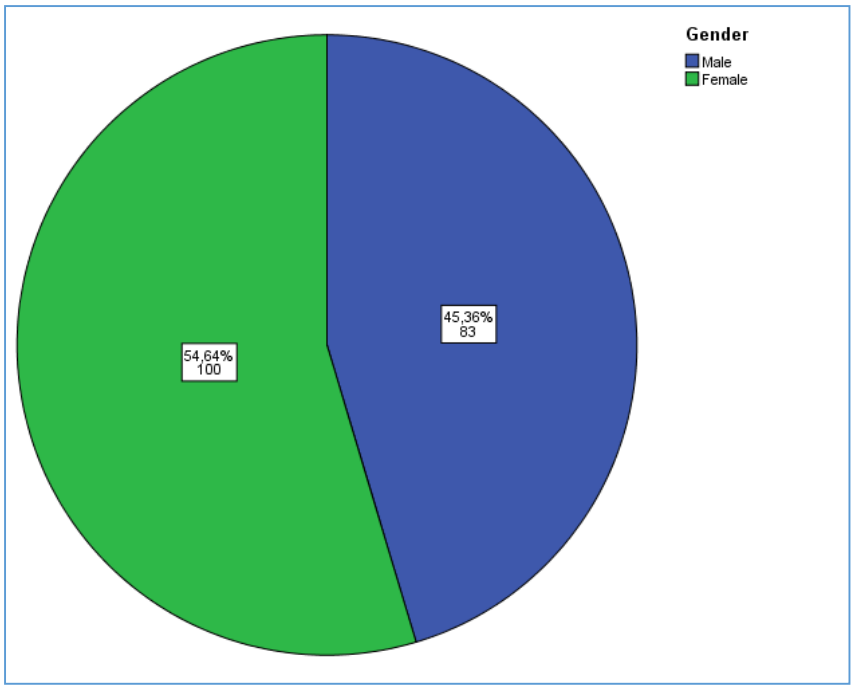
The result of the primary data collection is an amount of 183 questionnaires with a response rate of 63.32%. The collection is, according to the methodology, successfully executed without complications from 1st – 8th July, 2013.

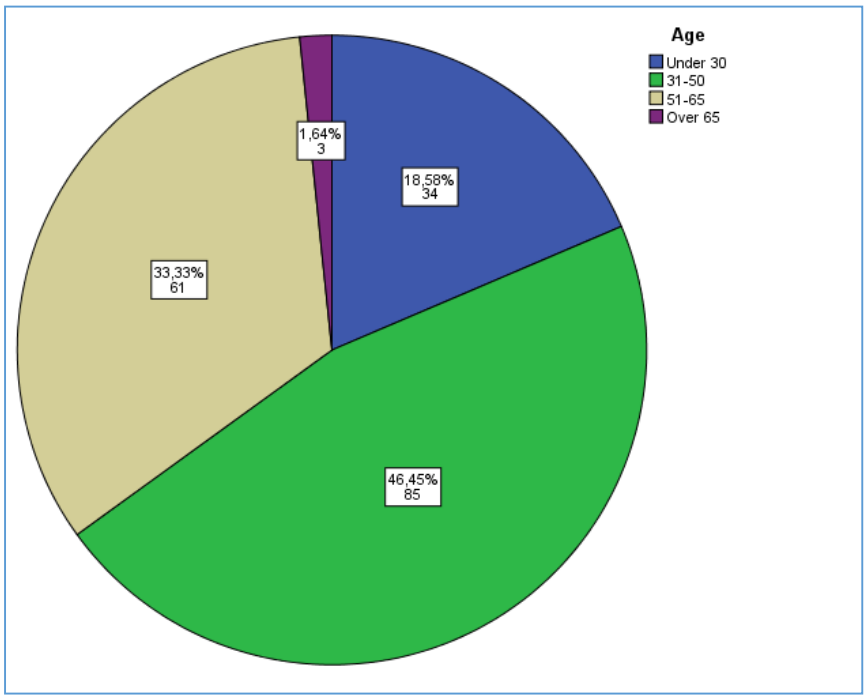
Those questionnaires which have missing data in form of missing answers are excluded listwise in the particular analysis of the hypothesis of data according to the methodology mentioned in chapter 3.10. The absolute minimum of listwise correct questionnaires is 139, as shown in table 4.1.

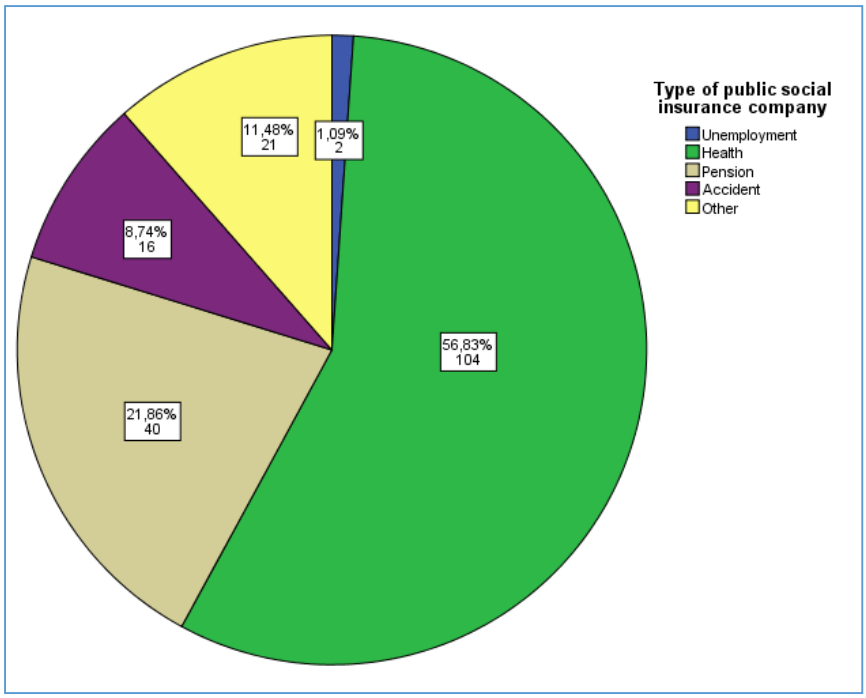
	Valid questionnaires
H1	142
H2	178
H3	154
H4	165
Total	**139**

Table 4.1: Number of valid questionnaires

According to the factors from the survey design, the analysis of the hypotheses differs subgroups, as shown in figure 4.1, such as gender (male = 83, female = 100), age (under 30 = 34, 31 – 50 = 85, 51 – 65 = 61, over 65 = 3, type of company (unemployment = 2, health = 104, pension = 40, accident = 16, others = 21) and type of trade union organisation (GdS = 116, ver.di = 8, non-union members = 58, others = 1).


Gender
Male
Female
45,36%
83
54,64%
100


Age
Under 30
31-50
51-65
Over 65
1,64%
3
18,58%
34
33,33%
61
46,45%
85



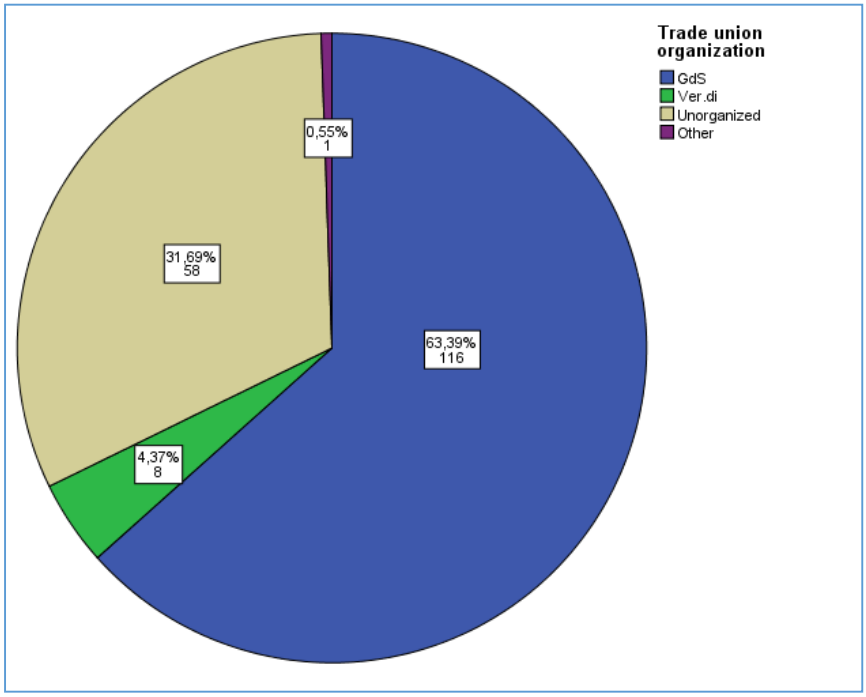


Figure 4.1: Proportion of subgroups, gender, age, type and organisation

According to the defined minimum limit in the methodology of more than 5 respondents (see chapter 3.10) the group of the ‘over 65’ [age], the public unemployment insurance company [type] and others [trade union organisation] will be excluded from an individual subgroup but included in the overall analysis. Other subgroups, such as the public accident insurance company, other public social insurance companies (PSIC with more than one purpose, e. g.

health and pension) [both type] and ver.di [trade union organisation] will be analysed with caution due to small sample and the larger deviation according to it.

Each hypothesis is assessed separately and analysed by the mentioned process of the methodology throughout various questionnaire answers. If the answers are not valid to confirm the hypothesis the null-hypothesis comes true.

4.1 Findings to Hypothesis 1

H1: The nature of the interaction between trade union and employee of the public social insurance companies is a relationship.

NH1: The nature of the interaction between trade union and employee of the public social insurance companies is transactional.

Descriptive Statistics								
Question in Survey	Content		N	Mean		Std. Deviation		Variance
		Tendency	Statistic	Statistic	in %	Statistic	in %	Statistic
Q3	Satisfaction	relational	170	4,206	70,10%	1,0541	17,57%	1,111
Q4a	Impression: Portly	neutral	157	3,414	56,90%	1,2457	20,76%	1,552
Q4b	Impression: Modern	functional	173	3,861	64,35%	1,1878	19,80%	1,411
Q4c	Impression: Sociable	relational	169	3,893	64,89%	1,1497	19,16%	1,322
Q4d	Impression: Rigid	neutral	163	3,276	54,60%	1,3066	21,78%	1,707
Q4e	Impression: Advisory	functional	180	4,761	79,35%	1,0953	18,25%	1,200
Q5	Importance of personal contacts	relational	183	5,046	84,11%	1,2836	21,39%	1,648
Q9	Importance of a website	functional	183	4,770	79,51%	1,1396	18,99%	1,299
Q10	Specific contractual provisions for members	functional	183	3,995	66,58%	1,7713	29,52%	3,137
Q11	Importance of the appreciation of personality	relational	178	4,927	82,12%	1,2757	21,26%	1,627
	Valid N (listwise)		142					

Table 4.2: Descriptive statistics to H1

In order to address the hypothesis one a general look at the mean, the deviation and variance has to be taken. This is shown in table 4.2. It shows the content of the mentioned questions in the methodology. Some of the questions have more relational attributes (*satisfaction, impression sociable, personal contacts and appreciation of personality*), other a more functional nature (*impression modern, impression advisory, website and contractual provisions*) and some have a controlling function (*impression portly, impression rigid*). If the relational attributes predominate the functional attributes the hypothesis can be confirmed, otherwise rejected.

In the table 4.2 all particularities are marked in red for negative and in green for positive expressions. The table shows that the two functional related parameters (*website and advisory impression*) are perceived as very positive with a small deviation. Both parameters are innocuous in addressing the participant. Therefore, the parameters are rated as high as no negative impact is possible. Contrary other functional parameters, especially the *specific contractual agreements* (low value with a high deviation), can have a positive or negative impact on the participant depending on a trade union membership.

Further relational attributes, i. e. *the importance of personal contacts and appreciation of personality*, are assessed as the two highest functional parameters. Instead of having an innocuous character, too, these parameters have a higher personal and psychological importance which can vary between subgroups. Remarkable is the high deviation which has to be further analysed. The parameter *satisfaction* is compared to the two highest relational and functional parameters lower perceived with the lowest deviation. This can mean that the participants assess satisfaction by the product offerings independent from the importance of the mentioned parameters but are relatively homogeneous in their opinion among all subgroups.

The functional and relational factors are relatively equal in the evaluation with slight tendencies to the relational attributes. In all cases of moderate or high deviation has to be assessed if they are caused by multiple means in one sample. This can be caused by various subgroups with significant differences in the mean (heterogeneity).

In order to be able to test the homogeneity of each survey question it has to be determined whether the distribution of the answers has a normal nature or not. Therefore, all H1 related questions are tested with the Kolmogorov-Smirnova and the Shapiro-Wilk tests of normality. The Kolmogorov-Smirnova test is valid for samples larger than 50 units and the Shapiro-Wilk test for those with less than 50 units. As there are 142 valid respondents the Kolmogorov-Smirnova test is more appropriate. Both tests need to have a significance level over 0.05 to identify the parameter as normal. The table in appendix 3 shows that all parameters are not normal. Hence, a T-Test cannot be used to assess the homogeneity of the survey question samples. Moreover in cases of non-normality and independent samples (in case of gender, age, type of company and kind of organisation) the Mann-Whitney U-Test (for two categories) and the Kruskal-Wallis-Test (for more than two categories) are used for analysing homogeneity.

In case of a significance smaller than 0.05 in the tests the homogeneity of the mean is not given and it exists a multiple mean divided by the used categories.

Heterogeneity exists in case of the *appreciation of personality* between genders, *modern impression* between ages, *rigid impression* and *importance of personal contacts* between type of social insurance companies and between trade union organisation in case of *satisfaction, portly, modern, sociable, rigid, advisory impression, importance of personal contacts* and *specific contractual agreements* (Appendix 4).

Table 4.3: Mean, variance and std. deviation by subgroups for H1

Descriptives (Subgroups)															
		Statistic													
		Total	**Gender**		**Age**			**Type of public social insurance company**				**Trade union organisation**			
		Total	Male	Female	Under 30	31-50	51-65	Health	Pension	Accident	Other	GdS	Ver.di	Non-union members
Satisfaction	Mean	69,48%	69,44%	69,52%	72,73%	68,52%	69,44%	67,56%	70,83%	67,86%	76,04%	73,33%	64,29%	62,50%
	Variance	18,20%	17,22%	19,28%	13,56%	19,04%	19,39%	19,32%	15,60%	14,01%	22,15%	11,91%	13,49%	28,00%
	Std. Deviation	17,41%	16,94%	17,93%	15,04%	17,81%	17,97%	17,94%	16,12%	15,28%	19,21%	14,09%	15,00%	21,60%
Impression: Portly	Mean	56,57%	55,81%	57,24%	56,82%	57,41%	55,21%	55,78%	54,17%	50,00%	70,83%	52,41%	54,76%	65,15%
	Variance	26,94%	26,41%	27,70%	28,03%	25,30%	29,90%	28,15%	15,60%	30,77%	34,44%	25,30%	9,52%	27,77%
	Std. Deviation	21,19%	20,98%	21,49%	21,61%	20,53%	22,32%	21,66%	16,12%	22,65%	23,96%	20,54%	12,60%	21,51%
Impression: Modern	Mean	63,38%	62,88%	63,82%	68,18%	59,95%	66,32%	64,22%	61,11%	60,71%	65,63%	66,67%	59,52%	56,82%
	Variance	21,81%	18,87%	24,62%	28,43%	14,86%	28,01%	21,93%	18,10%	14,38%	38,82%	16,48%	4,76%	32,03%
	Std. Deviation	19,06%	17,73%	20,26%	21,77%	15,74%	21,61%	19,12%	17,37%	15,48%	25,44%	16,57%	8,91%	23,10%
Impression: Sociable	Mean	64,44%	62,37%	66,23%	70,45%	62,04%	65,28%	63,78%	63,89%	63,10%	67,71%	67,96%	57,14%	58,71%
	Variance	21,33%	21,18%	21,32%	22,11%	20,76%	21,16%	21,34%	18,57%	10,71%	36,60%	18,06%	15,87%	25,96%
	Std. Deviation	18,86%	18,79%	18,85%	19,20%	18,60%	18,78%	18,86%	17,59%	13,36%	24,70%	17,35%	16,27%	20,80%
Impression: Rigid	Mean	54,58%	52,78%	56,14%	56,06%	55,32%	52,78%	53,56%	53,70%	45,24%	70,83%	49,44%	66,67%	62,88%
	Variance	28,88%	26,97%	30,60%	34,20%	24,80%	33,57%	26,71%	19,15%	21,61%	52,22%	23,76%	16,67%	34,00%
	Std. Deviation	21,94%	21,20%	22,58%	23,87%	20,33%	23,65%	21,10%	17,87%	18,98%	29,50%	19,90%	16,67%	23,81%
Impression: Advisory	Mean	78,87%	79,80%	78,07%	81,82%	79,86%	76,04%	78,44%	77,78%	79,76%	82,29%	82,96%	71,43%	72,35%
	Variance	21,02%	17,70%	24,09%	23,67%	21,57%	19,08%	23,77%	14,29%	31,23%	18,82%	11,98%	20,63%	34,84%
	Std. Deviation	18,72%	17,18%	20,04%	19,86%	18,96%	17,83%	19,90%	15,43%	22,81%	17,71%	14,13%	18,54%	24,10%
Importance of personal contacts	Mean	85,21%	86,11%	84,43%	81,06%	84,95%	87,50%	86,67%	92,13%	73,81%	71,88%	90,37%	83,33%	74,62%
	Variance	24,37%	17,22%	30,82%	38,56%	22,61%	20,92%	21,17%	11,89%	17,22%	54,93%	12,35%	22,22%	40,69%
	Std. Deviation	20,15%	16,94%	22,66%	25,35%	19,41%	18,67%	18,78%	14,08%	16,94%	30,26%	14,35%	19,25%	26,04%
Importance of a website	Mean	79,11%	80,56%	77,85%	81,82%	78,94%	78,13%	81,78%	78,24%	79,76%	67,71%	81,85%	80,95%	73,11%
	Variance	20,67%	14,66%	25,95%	33,19%	18,31%	19,26%	19,45%	15,07%	5,59%	47,71%	13,72%	7,94%	35,05%
	Std. Deviation	18,56%	15,63%	20,80%	23,52%	17,47%	17,92%	18,00%	15,85%	9,65%	28,20%	15,12%	11,50%	24,17%
Specific contractual provisions for members	Mean	68,66%	67,68%	69,52%	64,39%	67,36%	72,57%	70,89%	66,67%	53,57%	79,17%	74,63%	85,71%	54,92%
	Variance	50,94%	48,66%	53,51%	49,68%	52,32%	49,99%	49,14%	46,67%	46,61%	54,44%	39,04%	35,71%	58,59%
	Std. Deviation	29,14%	28,48%	29,86%	28,77%	29,53%	28,87%	28,62%	27,89%	27,87%	30,12%	25,51%	24,40%	31,25%
Importance of the appreciation of personality	Mean	80,75%	79,80%	81,58%	81,82%	79,17%	82,64%	81,11%	87,96%	85,71%	58,33%	84,63%	85,71%	71,59%
	Variance	28,68%	22,83%	34,04%	33,19%	29,46%	26,21%	24,02%	10,11%	12,45%	75,56%	17,31%	13,49%	48,51%
	Std. Deviation	21,86%	19,51%	23,82%	23,52%	22,16%	20,90%	20,01%	12,98%	14,41%	35,49%	16,99%	15,00%	28,43%

Table 4.4: Delta differences between means, variances and standard deviations related to survey questions (>-5=red, <5=green)

Descriptives														
		Statistic												
		Total	**Gender**		**Age**			**Type of public social insurance company**				**Trade union organisation**		
		Total	Male	Female	Under 30	31-50	51-65	Health	Pension	Accident	Other	GdS	Ver.di	Non-union members
Satisfaction	Mean	0,00%	-0,04%	0,03%	3,24%	-0,97%	-0,04%	-1,93%	1,35%	-1,63%	6,56%	3,85%	-5,20%	-6,98%
	Variance	0,00%	0,97%	-1,09%	4,63%	-0,84%	-1,19%	-1,12%	2,60%	4,19%	-3,96%	6,29%	4,70%	-9,81%
	Std. Deviation	0,00%	0,47%	-0,51%	2,38%	-0,40%	-0,56%	-0,53%	1,29%	2,13%	-1,80%	3,33%	2,42%	-4,19%
Impression: Portly	Mean	0,00%	-0,76%	0,66%	0,25%	0,83%	-1,36%	-0,79%	-2,41%	-6,57%	14,26%	-4,17%	-1,81%	8,58%
	Variance	0,00%	0,53%	-0,76%	-1,09%	1,64%	-2,96%	-1,21%	11,35%	-3,83%	-7,50%	1,64%	17,42%	-0,83%
	Std. Deviation	0,00%	0,21%	-0,30%	-0,42%	0,66%	-1,13%	-0,47%	5,07%	-1,46%	-2,77%	0,65%	8,59%	-0,32%
Impression: Modern	Mean	0,00%	-0,50%	0,44%	4,80%	-3,43%	2,94%	0,84%	-2,27%	-2,67%	2,24%	3,29%	-3,86%	-6,56%
	Variance	0,00%	2,94%	-2,81%	-6,62%	6,94%	-6,20%	-0,13%	3,71%	7,43%	-17,01%	5,33%	17,04%	-10,22%
	Std. Deviation	0,00%	1,33%	-1,19%	-2,70%	3,32%	-2,54%	-0,06%	1,70%	3,58%	-6,37%	2,49%	10,16%	-4,04%
Impression: Sociable	Mean	0,00%	-2,06%	1,79%	6,02%	-2,40%	0,84%	-0,66%	-0,55%	-1,34%	3,27%	3,53%	-7,29%	-5,72%
	Variance	0,00%	0,15%	0,01%	-0,78%	0,57%	0,17%	-0,01%	2,76%	10,62%	-15,27%	3,27%	5,46%	-4,63%
	Std. Deviation	0,00%	0,06%	0,00%	-0,34%	0,25%	0,08%	0,00%	1,26%	5,49%	-5,84%	1,50%	2,59%	-1,95%
Impression: Rigid	Mean	0,00%	-1,80%	1,56%	1,48%	0,75%	-1,80%	-1,02%	-0,87%	-9,34%	16,26%	-5,13%	12,09%	8,30%
	Variance	0,00%	1,91%	-1,72%	-5,32%	4,07%	-4,69%	2,17%	9,72%	7,26%	-23,35%	5,11%	12,21%	-5,13%
	Std. Deviation	0,00%	0,74%	-0,64%	-1,94%	1,61%	-1,72%	0,84%	4,07%	2,96%	-7,56%	2,04%	5,27%	-1,87%
Impression: Advisory	Mean	0,00%	0,92%	-0,80%	2,94%	0,99%	-2,83%	-0,43%	-1,10%	0,89%	3,42%	4,09%	-7,44%	-6,52%
	Variance	0,00%	3,32%	-3,07%	-2,65%	-0,55%	1,94%	-2,75%	6,73%	-10,21%	2,20%	9,04%	0,39%	-13,82%
	Std. Deviation	0,00%	1,54%	-1,32%	-1,14%	-0,24%	0,88%	-1,19%	3,29%	-4,10%	1,01%	4,59%	0,17%	-5,38%
Importance of personal contacts	Mean	0,00%	0,90%	-0,78%	-4,15%	-0,26%	2,29%	1,46%	6,92%	-11,40%	-13,34%	5,16%	-1,88%	-10,59%
	Variance	0,00%	7,15%	-6,44%	-14,19%	1,76%	3,45%	3,20%	12,48%	7,16%	-30,56%	12,02%	2,15%	-16,32%
	Std. Deviation	0,00%	3,21%	-2,51%	-5,20%	0,74%	1,48%	1,37%	6,08%	3,22%	-10,10%	5,81%	0,91%	-5,89%
Importance of a website	Mean	0,00%	1,45%	-1,26%	2,71%	-0,17%	-0,98%	2,67%	-0,87%	0,65%	-11,40%	2,74%	1,84%	-6,00%
	Variance	0,00%	6,01%	-5,28%	-12,52%	2,36%	1,41%	1,22%	5,60%	15,08%	-27,04%	6,95%	12,73%	-14,38%
	Std. Deviation	0,00%	2,93%	-2,24%	-4,96%	1,09%	0,64%	0,56%	2,71%	8,91%	-9,64%	3,44%	7,06%	-5,61%
Specific contractual provisions for members	Mean	0,00%	-0,99%	0,86%	-4,27%	-1,30%	3,91%	2,23%	-2,00%	-15,09%	10,50%	5,97%	17,05%	-13,74%
	Variance	0,00%	2,29%	-2,56%	1,27%	-1,38%	0,95%	1,80%	4,27%	4,33%	-3,50%	11,90%	15,23%	-7,65%
	Std. Deviation	0,00%	0,66%	-0,72%	0,36%	-0,39%	0,27%	0,52%	1,25%	1,27%	-0,99%	3,63%	4,74%	-2,11%
Importance of the appreciation of personality	Mean	0,00%	-0,95%	0,83%	1,07%	-1,58%	1,89%	0,36%	7,21%	4,96%	-22,42%	3,88%	4,96%	-9,16%
	Variance	0,00%	5,85%	-5,36%	-4,51%	-0,78%	2,46%	4,65%	18,57%	16,22%	-46,88%	11,36%	15,18%	-19,84%
	Std. Deviation	0,00%	2,36%	-1,96%	-1,66%	-0,30%	0,96%	1,85%	8,88%	7,45%	-13,62%	4,87%	6,87%	-6,57%

Table 4.3 shows the mean variance and standard deviation by subgroups as well as the delta differences between the means, variances and standard deviations of the particular subgroups subtracted by the mean of the total sample (see table 4.4). Table 4.4 characterises the differences between the subgroups in first rank; as determining parameter there is a numerical difference of ± 0.3 (or equivalent ± 5 %) from the values of the total (mean, variance and standard deviation). This is used as an indicator for heterogeneity. As a result of table 4.3 and 4.4 table 4.5 shows the particularities between the subgroups distinguished by transactional and relational parameters.

Table 4.5: Comparison of relational and transactional attributes differentiated by subgroups

Relational		Transactional	
Satisfaction		**Impression: Modern**	
Mean	69,6% - high	Mean	63,38% - moderate
Mean homogeneity	in gender and age	Mean homogeneity	in gender and type
Mean heterogeneity	in other [type] (76,04%); GdS (73,33%) and Non-union members (62,50%)	Mean heterogeneity	under 30 (68,18%), 31-50 (59,95%), 51-65 (66,32%); GdS (66,67%), Non-union members (56,82%)
Deviation	17,41% - low	Deviation	21,81% - moderate
Deviation homogeneity	in gender, age and type	Deviation homogeneity	in gender and type
Deviation heterogeneity	GdS (14,09%), Non-union members (21,60%)	Deviation heterogeneity	under 30 (21,77%), 31-50 (15,74%), 51-65 (21,61%)
Impression: Sociable		**Impression: Advisory**	
Mean	64,44% - moderate	Mean	78,87% - high
Mean homogeneity	in gender and type	Mean homogeneity	in gender, age and type
Mean heterogeneity	under 30 (70,45%); Non-union members (58,71%)	Mean heterogeneity	Ver.di (71,43%), Non-union members (72,36%)
Deviation	18,88% - low	Deviation	18,72% - low
Deviation homogeneity	in gender, age, type and organization	Deviation homogeneity	in gender, age and type
Deviation heterogeneity	-	Deviation heterogeneity	GdS (14,13%), Non-union members (24,10%)
Personal contacts		**Website**	
Mean	85,21% - very high	Mean	79,11% - high
Mean homogeneity	in gender and age	Mean homogeneity	in gender and age
Mean heterogeneity	Pension (92,13%), Accident (73,81%), Other (71,88%); GdS (90,37%) Non-union members (74,62%)	Mean heterogeneity	Other (76,71%); Non-union members (73,11%)
Deviation	20,15% - moderate	Deviation	18,56% - low
Deviation homogeneity	in gender	Deviation homogeneity	in gender
Deviation heterogeneity	under 30 (35,35%); pension (14,08%), other (31,26%); Non-union members (26,04%)	Deviation heterogeneity	under 30 (23,52%); accident (9,65%), other (28,20%); Non-union members (24,17%)
Appreciation in personality		**Contractual provisions**	
Mean	80,75% - high	Mean	68,66% - low
Mean homogeneity	in gender and age	Mean homogeneity	in gender
Mean heterogeneity	Pension (87,96%), Accident (85,71%), other (58,33%); GdS (84,63%), Ver.di (85,71%), Non-union members (71,59%)	Mean heterogeneity	51-65 (72,57%); accident (53,57%), other (79,17%); GdS (74,63%), Non-union members (54,92%)
Deviation	21,68% - moderate	Deviation	29,14% - high
Deviation homogeneity		Deviation homogeneity	in gender, age and type
Deviation heterogeneity	Pension (12,98%), Accident (14,41%), other (35,49%); GdS (16,99%), Non-union members (28,43%)	Deviation heterogeneity	Ver.di (24,40%)

Resulting from the table 4.5 there is no clear answer to the question whether the interaction has a relational or transactional nature. The high variance in the analysis of the subgroups can be caused by the group of non-union members who have generally a different opinion compared to trade union members. The non-union members evaluate all positive associated relational and functional parameters below average. Contrary, trade union members evaluate them above average. This opposing evaluation can be caused by the existing relationship (member and trade union) or, respectively, the not existing relationship (non-union members and trade union). Therefore, the assumption of different evaluations between members and non-union members can be confirmed. It is possible that with joining a trade union the character of the interaction changes.

Regarding the age of the participants the evaluation of the importance of a *website* and an *advisory impression* are decreasing with increasing age. Contrary, other factors (*personal contacts, contractual agreements*) are increasing by increasing age. Younger participants perceive a trade union in more advisory role probably due to the lack of life experience. Older participants might need more psychological affection in form of personal contacts in order to strengthen their personal social network.

There are only slight differences regarding the gender as shown in the Mann-Whitney U-Test test in appendix 4. Therefore, it can be stated that the factor gender is not a significant variable in this hypothesis. Age, type of PSIC and the trade union organisation are more relevant parameters for heterogeneities.

Rotated Component Matrix[a]			
Total	Component		
	1	2	3
Satisfaction	,823	-,015	,023
Impression: Portly	-,061	,918	,022
Impression: Modern	,840	-,126	,070
Impression: Sociable	,746	,132	,162
Impression: Rigid	-,057	,884	-,141
Impression: Advisory	,713	-,133	,210
Importance of personal contacts	,319	,015	,740
Importance of a website	,303	,086	,625
Specific contractual provisions for members	,567	-,030	,217
Importance of the appreciation of personality	-,105	-,327	,738
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			

Table 4.6: Factor analysis of H1

According to the factor analysis of the total sample (table 4.6), there are three different factors which can be identified. The first component is related to *satisfaction, impressions modern, sociable, advisory*. It has a more functional and, therefore, a more transactional nature. However, opposing a completely transactional interaction the factor includes also emotional aspects. All interconnected parameters have a business related aspect and are identified clearly as the provision of a particular service. The depth of the relationship of this component is relative to the efficiency in order to fulfil the service in the most efficient way. Therefore, it is functionally driven but includes also relational aspects that have a positive impact on the efficiency (*personal contacts* and *sociability*).

The second component is identified as the controlling factor; the *portly and rigid impressions* are neutral in case of determining the relationship.

The third component is a completely emotionally driven aspect. The *appreciation of personality* and the *personal contacts* are the most relevant factors. In this context the role of the *website* has to be defined as a functional instrument. However, a more profound analysis of the genders (see appendix 5) reveals that the website is related to this third factor only by women. The website might be perceived as a mainly emotionally driven instrument rather than a functional one as for men. Moreover, the factor does not include parameters such as *satisfaction*. That can rather be related to a functional view of satisfaction than to a pure emotional relationship.

To conclude the interaction between employees and trade unions remains to be a business and functionally driven interaction. But rather than being unemotional, the relationship has many aspects of an emotional relationship. The importance of relational parameters, such as *personal contacts* or *the appreciation of personality*, has a high value for the respondents. It has a higher importance than the functional aspects of the business activities. There are differences in some subgroups. Especially the group of non-union members has a very contrary point of view assessing the trade unions. Nevertheless, this is the nature of being non-unionised due to the freedom of coalition. The membership in a trade union, such as the GdS, has a positive influence on the satisfaction and also on the mentioned relational aspects of interaction. Therefore, the *personal contact* and the personal interaction have functional but also emotional aspects that are strengthened by being member of a trade union. Hence, it has to be stated that the interaction has a relational core although this can vary between the subgroups. Resulting from the factor analysis, clear functional elements, such as the *website*, can also turn into an instrument with emotional aspects. The analysis shows that the membership in a trade union, as a long-term interaction, develops a functional and relational driven relationship. Therefore, the hypothesis can be confirmed.

4.2 Findings to Hypothesis 2

H2: Building up a local in-house representation helps to strengthen the relationship between a trade union and its members.

NH2: Local in-house representation does not help to strengthen the relationship between a trade union and their members.

Descriptive Statistics							
Question in Survey		N	Mean		Std. Deviation		Variance
Q3	Importance of personal contacts	183	5,046	84,11%	1,2836	21,39%	1,648
Q4a	Importance of trade union activities on site	183	4,339	72,31%	1,4200	23,67%	2,016
Q4b	Evaluation of in-house representation	178	4,461	74,34%	1,3451	22,42%	1,809
Q4c	Valid N (listwise)	178					

Table 4.7: Descriptive statistics to H2

This hypothesis is assessed on three different factors, which are the *importance of personal contacts, the importance of activities on-site* and *the evaluation of in-house representation* as shown in table 4.7. All three questions have a relative strong mean with 84.11 % for the *personal contacts*, 72.31 % for *trade union activities* and 74.34 % for the *evaluation of in-house*

representation. Nevertheless, all three factors have a high deviation with more than 20 %. Therefore, it has to be assessed whether some of the various subgroups have strongly differing means.

Resulting from the Kolmogorov-Smirnova and the Shapiro-Wilk tests (see appendix 6) the sample is not normally distributed. Moreover, a sample of 178 units is used as valid response related to the hypothesis. The listwise exclusion of some of the samples can lead to slightly differing scores between the *personal contacts* comparing hypothesis one and two.

The Kruskal- Wallis test (appendix 7) shows that there are heterogeneities between *personal contacts* and the *importance of the trade union activities on-site* in type of PSICs. Moreover, there are also differences between the trade union'S organisation in terms of *personal contacts* and *the evaluation of in-house representation*. The subgroups gender and age are homogeneous. In order to assess those subgroups the delta mean differences are included in the analysis.

Table 4.8; 4.9: Mean, variance and std. deviation by subgroups to H2; delta mean, variance and std. deviation by subgroups

Descriptives (Subgroups)

		Statistic												
		Total	**Gender**		**Age**			**Type of public social insurance company**				**Trade union organisation**		
		Total	Male	Female	Under 30	31-50	51-65	Health	Pension	Accident	Other	GdS	Ver.di	non-union member
Importance of personal contacts	Mean	83,66%	86,59%	81,16%	77,70%	84,72%	85,34%	83,91%	90,17%	73,96%	75,44%	88,66%	75,00%	75,00%
	Variance	27,79%	16,23%	37,13%	35,54%	24,18%	28,70%	26,26%	19,93%	19,93%	50,68%	16,04%	52,38%	40,50%
	Std. Deviation	21,52%	16,45%	24,88%	24,34%	20,07%	21,87%	20,92%	18,22%	18,23%	29,06%	16,35%	29,55%	25,98%
Importance of trade union activities on site	Mean	72,28%	75,41%	69,62%	69,12%	70,24%	76,72%	72,22%	77,35%	57,29%	74,56%	75,38%	75,00%	66,09%
	Variance	32,94%	24,78%	39,30%	37,51%	33,36%	29,79%	31,46%	25,87%	33,26%	48,83%	22,38%	52,38%	49,10%
	Std. Deviation	23,43%	20,32%	25,59%	25,00%	23,58%	22,28%	22,90%	20,76%	23,55%	28,53%	19,31%	29,55%	28,61%
Evaluation of in-house representatio n	Mean	74,34%	76,02%	72,92%	75,49%	74,01%	73,85%	76,63%	73,50%	67,71%	68,42%	78,23%	64,58%	68,68%
	Variance	30,15%	23,09%	36,23%	23,47%	34,28%	29,89%	26,82%	32,21%	23,26%	49,81%	22,36%	25,89%	42,15%
	Std. Deviation	22,42%	19,62%	24,57%	19,78%	23,90%	22,32%	21,14%	23,17%	19,69%	28,81%	19,31%	20,77%	26,50%

Delta differences (Subgroups)

		Statistic												
		Total	**Gender**		**Age**			**Type of public social insurance company**				**Trade union organisation**		
		Total	Male	Female	Under 30	31-50	51-65	Health	Pension	Accident	Other	GdS	Ver.di	non-union members
Importance of personal contacts	Mean	0,00%	2,92%	-2,50%	-5,96%	1,06%	1,68%	0,24%	6,51%	-9,70%	-8,22%	5,00%	-8,66%	-8,66%
	Variance	0,00%	-11,56%	9,33%	7,74%	-3,61%	0,91%	-1,54%	-7,87%	-7,86%	22,89%	-11,75%	24,59%	12,70%
	Std. Deviation	0,00%	-5,08%	3,35%	2,81%	-1,45%	0,35%	-0,60%	-3,30%	-3,30%	7,54%	-5,17%	8,02%	4,46%
Importance of trade union activities on site	Mean	0,00%	3,12%	-2,67%	-3,17%	-2,05%	4,44%	-0,06%	5,07%	-14,99%	2,28%	3,09%	2,72%	-6,19%
	Variance	0,00%	-8,15%	6,36%	4,57%	0,43%	-3,15%	-1,47%	-7,07%	0,33%	15,89%	-10,56%	19,45%	16,17%
	Std. Deviation	0,00%	-3,11%	2,16%	1,57%	0,15%	-1,15%	-0,53%	-2,67%	0,12%	5,10%	-4,12%	6,12%	5,18%
Evaluation of in-house representation	Mean	0,00%	1,67%	-1,43%	1,15%	-0,34%	-0,49%	2,29%	-0,84%	-6,64%	-5,92%	3,88%	-9,76%	-5,67%
	Variance	0,00%	-7,07%	6,08%	-6,68%	4,12%	-0,26%	-3,33%	2,06%	-6,89%	19,65%	-7,79%	-4,26%	12,00%
	Std. Deviation	0,00%	-2,80%	2,15%	-2,64%	1,48%	-0,10%	-1,28%	0,75%	-2,73%	6,39%	-3,11%	-1,64%	4,09%

As shown in tables 4.8 and 4.9 three parameters are differently distributed by gender. Men evaluate the *importance of personal contacts, trade union activities on-site* and *the in-house representation* in all three parameters higher with a lower deviation than women. This means that men have a different perception of *personal contacts*. It might be that the higher importance of those parameters by men is caused by the wish for influence and power.

Other particularities are shown in table 4.10.

Personal contacts	
Mean	83,66% - very high
Mean homogeneity	in gender
Mean heterogeneity	Under 30 (77,70%); Pension (90,17%), Accident (73,96%), Other (76,44%); GdS (88,66%), Ver.di (75,00%), Non-union members (75,00%)
Deviation	21,52% - moderate
Deviation homogeneity	in age
Deviation heterogeneity	Male (16,45%); other (29,06%); GdS (16,35%), Verdi (29,56%)
Trade union activities on site	
Mean	72,28% - moderate
Mean homogeneity	in gender and age
Mean heterogeneity	Pension (77,35%), Accidient (57,29%); Non-union members (66,09%)
Deviation	23,43% - moderate
Deviation homogeneity	in gender and age
Deviation heterogeneity	Others (28,53%); Verdi (29,55%), Non-union members (28,61%)
Evaluation of in-house representatives	
Mean	74,34% - moderate
Mean homogeneity	in gender and age
Mean heterogeneity	Accident (76,71%), Other (68,42%); Verdi (64,58%), Non-union members (68,68%)
Deviation	22,42% - moderate
Deviation homogeneity	in gender, age, organisation
Deviation heterogeneity	Other (28,82%)

Table 4.10: Heterogeneities in mean and standard deviation of subgroups to H2

According to table 4.10 the *importance of personal contacts* and *trade union activities on-site* are evaluated as more important with increasing age. Further, the *evaluation of in-house representation* is decreasing by age. This corresponds with the findings of H1 regarding the decreasing advisory role. It can be stated that older participants either feel not addressed through the representation and do not believe in the advisory function or they do not need advice anymore due to their life experience. The factor *satisfaction* of H1 is also slightly decreasing which can be an indicator for bad representation.

Table 4.10 shows strong differences between the types of PSICs. The respondents of the pension insurance companies evaluate the *importance of personal contacts* and *the trade union activities on-site* remarkably higher than the respondents of the accident insurance companies. A possible explanation for these differences is a varying business culture.

Likewise there are remarkable differences between the trade unions GdS, ver.di and non-union members. The GdS is, regarding all three parameters, evaluated better than the other both. Nevertheless, the *importance of personal contact*s is evaluated higher than *the in-house representation*. Although the representation is perceived as good, the importance of a deeper and further personal contact is necessary. ver.di corresponds more with non-union members whereas its *evaluation of in-house representation* is lower than the evaluation of non-union members. The internal perception of these ver.di trade union members is lower than the external perception of the non-union members. Therefore, the members of ver.di do not feel well represented.

Component Matrix[a]

total	Component 1
Importance of personal contacts	,776
Importance of trade union activities on site	,826
Evaluation of in-house representation	,616

Extraction Method: Principal Component

a. 1 components extracted.

Table 4.11: Factor analysis to H2

Resulting from the factor analysis in table 4.11 there is only one factor to consider. Hence, all three different parameters are linked in one factor. Nevertheless, a Pearson correlation in table 4.12 examines that there is a stronger moderate correlation between the *personal contacts* and the *importance of trade union activities on-site* with 0.454 compared to the *importance of personal contacts* and *the evaluation of in-house representation* with a low correlation of 0.208. The correlation between *on-site activities* and *evaluation of in-house representation* is with 0.3 between low and moderate, too.

This means that the participants have a stronger relation between the *personal contacts* and the *trade union activities on-site* compared to the two other correlations of evaluating the *in-house representation*. The participants do not strongly link the *evaluation of in-house representation* to the *personal contact*s and *activities on-site*. Therefore, the *evaluation of in-house*

representation is independent from both factors. Both other correlating factors are thus an indicator that activities are related to personal contact. Hence, those *activities* can influence the *personal contact* positively in order to strengthen the relationship.

Correlations

		Importance of personal contacts	Importance of trade union activities on site	Evaluation of in-house representation
Importance of personal contacts	Pearson Correlation	1	,454**	,208**
	Sig. (2-tailed)		0	0,005
	N	183	183	178
Importance of trade union activities on site	Pearson Correlation	,454**	1	,300**
	Sig. (2-tailed)	0		0
	N	183	183	178
Evaluation of in-house representation	Pearson Correlation	,208**	,300**	1
	Sig. (2-tailed)	0,005	0	
	N	178	178	178

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.12: Correlation between parameters of H2

The hypothesis that a local in-house representation can strengthen the relationship between the trade union and its members can be confirmed. The correlation between *trade union activities on-site* and the *personal contact* is an indicator for strengthening the relationship. Nevertheless, the *in-house representation* is independently perceived from both other factors. Therefore, the in-house representative is probably perceived more as an advisory, rational and functional rather than an emotional and relational person.

Both factors, the *activities* as well as the *representation*, address different subgroups on a more relational (activities) or more functional (representative) way. The above-average score in all three parameter of the GdS shows that the relational and functional attributes are well addressed, whereas the ver.di members with an under-average score perceive their representation as more negative compared to the controlling group of the non-union members. This shows the importance of including functional and relational factors within the *in-house representation* to strengthen the membership.

4.3 Findings to Hypothesis 3

H3: The usefulness of a trade union is not communicated through branding as an individual benefit.

NH3: The usefulness of a trade union is communicated through branding as an individual benefit.

Descriptive Statistics							
Question in Survey		N	Mean		Std. Deviation		Variance
Q1	Addressing of the offerings	183	4,057	67,62%	1,2895	21,49%	1,663
Q2a	Value: Reliability	183	5,257	87,61%	1,0611	17,69%	1,126
Q2b	Value: Community	183	4,557	75,96%	1,3033	21,72%	1,699
Q2c	Value: Volunteering	183	4,699	78,32%	1,2812	21,35%	1,642
Q2d	Value: Influence	183	5,180	86,34%	1,0562	17,60%	1,116
Q4a	Impression: Portly	157	3,414	56,90%	1,2457	20,76%	1,552
Q4b	Impression: Modern	173	3,861	64,35%	1,1878	19,80%	1,411
Q4c	Impression: Sociable	169	3,893	64,89%	1,1497	19,16%	1,322
Q4d	Impression: Rigid	163	3,276	54,60%	1,3066	21,78%	1,707
Q4e	Impression: Advisory	180	4,761	79,35%	1,0953	18,25%	1,200
	Valid N (listwise)	154					

Table 4.13: Descriptive statistics to H3

In table 4.13 the mean and the deviation as well as the variance of the third hypothesis are shown. Therefore, questions are asked concerning the values that the participants are associating with a trade union (*reliability, community, volunteering and influence*) as well as the impressions that are already used in hypothesis one (*portly, modern, sociable, rigid and advisory*). Lastly, the *addressing of the offerings* are asked which evaluates the overall branding.

Contrary to the impressions in H1 *portly and rigid* do not have a controlling role; it is more a negative perception of the all trade unions.

Reliability and *influence*, both with small deviations, are perceived as the core values. Therefore, the branding of trade unions is strongly associated with these factors. The *advisory impression* with also a small deviation corresponds as the core impression with the core values. Nevertheless, the actual core impression score is lower perceived as the desired core values.

Moreover, *volunteering* and *community* are positively perceived but have a high level of deviation. This shows that these values are the additional values to the core values and might only be important for some subgroups. The corresponding *sociable* and *modern* impressions are, with more than 20 % difference, perceived lower. Therefore, there is a gap between the desired values and the actual impressions. The usefulness to address factors such as the

volunteering and *community* character of a trade union is not communicated enough. This is also proved by the relatively low score of the factor '*addressing of the offerings*' (perception of the service offering). This means that the service offerings have to be better aligned to the core as well as the additional values to communicate the usefulness of a trade union.

The relative low scores of the *portly* and *rigid impressions* are positive for the perception of the trade union.

For the values and impressions with high deviations the subgroups have to be analysed.

Resulting from the Kolmogorov-Smirnov test (see appendix 8) all three hypothesis related parameters are not normally distributed. The Mann-Whitney U-Test (see appendix 9) found heterogeneity in the *value volunteering* between genders. Moreover, the Kruskal-Wallis test found heterogeneities in the *modern impression* between the ages, the *rigid impression* between the type and differences in the *addressing of the offerings, portly, modern, sociable, rigid and advisory impressions*.

Table 4.14: Mean, variance and std. deviation by subgroups to H3

Descriptives (Subgroups)														
		Statistic												
		Total	Gender		Age			Type of public social insurance company				Trade union organisation		
		Total	Male	Female	Under 30	31-50	51-65	Health	Pension	Accident	Other	GdS	Ver.di	Non-union members
Addressing of the offerings	Mean	65,91%	65,71%	66,07%	66,05%	64,96%	67,35%	62,94%	67,13%	63,33%	80,39%	70,04%	73,81%	58,01%
	Variance	29,27%	23,13%	34,72%	36,51%	24,93%	33,30%	26,34%	25,22%	31,43%	42,16%	20,64%	15,87%	40,84%
	Std. Deviation	22,09%	19,64%	24,05%	24,67%	20,38%	23,56%	20,95%	20,50%	22,89%	26,51%	18,55%	16,27%	26,09%
Value: Reliability	Mean	88,20%	89,05%	87,50%	87,65%	88,03%	88,78%	86,47%	91,20%	88,89%	90,20%	90,60%	83,33%	84,62%
	Variance	15,02%	12,99%	16,82%	13,58%	14,24%	17,63%	18,85%	9,03%	3,97%	18,87%	11,31%	5,56%	22,12%
	Std. Deviation	15,82%	14,71%	16,74%	15,04%	15,41%	17,14%	17,72%	12,27%	8,13%	17,74%	13,73%	9,62%	19,20%
Value: Community	Mean	76,95%	75,71%	77,98%	72,84%	76,28%	80,27%	75,10%	80,56%	76,67%	79,41%	78,72%	73,81%	74,68%
	Variance	24,23%	24,00%	24,56%	29,68%	24,47%	20,61%	27,63%	15,71%	25,71%	26,10%	20,58%	21,43%	31,04%
	Std. Deviation	20,09%	20,00%	20,23%	22,24%	20,19%	18,53%	21,46%	16,18%	20,70%	20,86%	18,52%	18,90%	22,74%
Value: Volunteering	Mean	74,03%	70,95%	76,59%	71,60%	75,00%	73,81%	73,33%	80,56%	62,22%	73,53%	76,95%	69,05%	70,19%
	Variance	22,87%	20,62%	24,14%	24,12%	19,81%	27,78%	23,49%	13,81%	24,92%	29,29%	19,39%	24,60%	26,36%
	Std. Deviation	19,52%	18,54%	20,06%	20,05%	18,17%	21,52%	19,79%	15,17%	20,38%	22,09%	17,98%	20,25%	20,96%
Value: Influence	Mean	86,58%	87,38%	85,91%	83,33%	88,03%	86,05%	84,71%	88,89%	85,56%	93,14%	87,94%	78,57%	85,26%
	Variance	18,10%	15,67%	20,28%	21,79%	16,41%	18,99%	23,50%	12,38%	9,21%	8,46%	13,41%	15,08%	27,22%
	Std. Deviation	17,37%	16,16%	18,38%	19,06%	16,54%	17,79%	19,79%	14,36%	12,39%	11,87%	14,95%	15,85%	21,30%
Impression: Portly	Mean	56,60%	55,71%	57,34%	56,17%	57,48%	55,44%	55,69%	54,17%	51,11%	70,59%	52,48%	54,76%	64,10%
	Variance	26,02%	25,55%	26,65%	24,55%	24,96%	29,44%	26,81%	15,60%	29,68%	32,35%	24,72%	9,52%	26,40%
	Std. Deviation	20,82%	20,64%	21,07%	20,23%	20,39%	22,15%	21,14%	16,12%	22,24%	23,22%	20,30%	12,60%	20,97%
Impression: Modern	Mean	62,88%	62,86%	62,90%	64,81%	60,04%	66,33%	63,53%	61,11%	58,89%	65,69%	65,78%	59,52%	57,69%
	Variance	21,90%	19,89%	23,84%	28,63%	15,73%	27,42%	22,02%	18,10%	16,35%	36,40%	17,34%	4,76%	30,37%
	Std. Deviation	19,11%	18,21%	19,93%	21,85%	16,19%	21,38%	19,16%	17,37%	16,51%	24,63%	17,00%	8,91%	22,50%
Impression: Sociable	Mean	64,07%	62,62%	65,28%	67,28%	62,18%	65,31%	63,33%	63,89%	62,22%	67,65%	67,38%	57,14%	59,29%
	Variance	21,38%	21,47%	21,37%	22,41%	21,50%	20,72%	21,75%	18,57%	10,63%	34,31%	18,97%	15,87%	24,45%
	Std. Deviation	18,88%	18,91%	18,87%	19,33%	18,93%	18,58%	19,04%	17,59%	13,31%	23,91%	17,78%	16,27%	20,19%
Impression: Rigid	Mean	54,44%	52,38%	56,15%	54,32%	55,34%	53,06%	53,33%	53,70%	45,56%	70,59%	49,47%	66,67%	61,54%
	Variance	27,90%	26,22%	29,23%	30,25%	24,46%	33,11%	25,71%	19,15%	20,16%	49,02%	23,46%	16,67%	31,72%
	Std. Deviation	21,56%	20,91%	22,07%	22,45%	20,19%	23,49%	20,70%	17,87%	18,33%	28,58%	19,77%	16,67%	22,99%
Impression: Advisory	Mean	78,25%	80,00%	76,79%	80,86%	78,85%	75,85%	77,45%	77,78%	80,00%	81,37%	82,09%	71,43%	72,76%
	Variance	21,42%	17,20%	24,91%	20,13%	23,67%	18,79%	24,49%	14,29%	29,05%	18,50%	13,35%	20,63%	32,70%
	Std. Deviation	18,90%	16,93%	20,37%	18,32%	19,86%	17,70%	20,20%	15,43%	22,00%	17,56%	14,92%	18,54%	23,34%

Table 4.15: Delta differences in mean, variance and std. deviation by subgroups to H3

Delta differences														
		Statistic												
		Total	Gender		Age			Type of public social insurance company				Trade union organisation		
		Total	Male	Female	Under 30	31-50	51-65	Health	Pension	Accident	Other	GdS	Ver.di	non-union members
Addressing of the offerings	Mean	0,00%	-0,19%	0,16%	0,14%	-0,95%	1,44%	-2,97%	1,22%	-2,58%	14,48%	4,13%	7,90%	-7,90%
	Variance	0,00%	-6,13%	5,45%	7,25%	-4,34%	4,04%	-2,93%	-4,04%	2,16%	12,89%	-8,63%	-13,40%	11,58%
	Std. Deviation	0,00%	-2,45%	1,97%	2,58%	-1,70%	1,47%	-1,13%	-1,58%	0,80%	4,42%	-3,54%	-5,82%	4,00%
Value: Reliability	Mean	0,00%	0,84%	-0,70%	-0,55%	-0,17%	0,57%	-1,73%	3,00%	0,69%	1,99%	2,40%	-4,87%	-3,59%
	Variance	0,00%	-2,03%	1,80%	-1,44%	-0,78%	2,61%	3,83%	-5,98%	-11,05%	3,86%	-3,71%	-9,46%	7,11%
	Std. Deviation	0,00%	-1,11%	0,92%	-0,78%	-0,41%	1,32%	1,90%	-3,55%	-7,69%	1,92%	-2,09%	-6,20%	3,38%
Value: Community	Mean	0,00%	-1,23%	1,03%	-4,11%	-0,67%	3,32%	-1,85%	3,61%	-0,28%	2,46%	1,78%	-3,14%	-2,27%
	Variance	0,00%	-0,22%	0,34%	5,45%	0,24%	-3,62%	3,40%	-8,51%	1,49%	1,88%	-3,65%	-2,80%	6,81%
	Std. Deviation	0,00%	-0,09%	0,14%	2,15%	0,10%	-1,56%	1,36%	-3,91%	0,61%	0,76%	-1,58%	-1,20%	2,65%
Value: Volunteering	Mean	0,00%	-3,07%	2,56%	-2,42%	0,97%	-0,22%	-0,69%	6,53%	-11,80%	-0,50%	2,92%	-4,98%	-3,83%
	Variance	0,00%	-2,25%	1,27%	1,25%	-3,07%	4,90%	0,62%	-9,06%	2,05%	6,42%	-3,48%	1,73%	3,49%
	Std. Deviation	0,00%	-0,99%	0,54%	0,53%	-1,36%	1,99%	0,26%	-4,35%	0,86%	2,57%	-1,55%	0,72%	1,44%
Value: Influence	Mean	0,00%	0,80%	-0,67%	-3,25%	1,45%	-0,53%	-1,87%	2,31%	-1,02%	6,56%	1,36%	-8,01%	-1,32%
	Variance	0,00%	-2,43%	2,18%	3,70%	-1,69%	0,89%	5,40%	-5,72%	-8,89%	-9,64%	-4,69%	-3,02%	9,12%
	Std. Deviation	0,00%	-1,21%	1,02%	1,69%	-0,83%	0,42%	2,42%	-3,00%	-4,98%	-5,50%	-2,42%	-1,52%	3,93%
Impression: Portly	Mean	0,00%	-0,89%	0,74%	-0,43%	0,88%	-1,16%	-0,92%	-2,44%	-5,49%	13,99%	-4,12%	-1,84%	7,50%
	Variance	0,00%	-0,47%	0,63%	-1,47%	-1,06%	3,42%	0,79%	-10,42%	3,67%	6,34%	-1,30%	-16,49%	0,38%
	Std. Deviation	0,00%	-0,19%	0,25%	-0,60%	-0,43%	1,33%	0,31%	-4,70%	1,42%	2,40%	-0,53%	-8,22%	0,15%
Impression: Modern	Mean	0,00%	-0,02%	0,02%	1,94%	-2,84%	3,45%	0,65%	-1,77%	-3,99%	2,81%	2,90%	-3,35%	-5,19%
	Variance	0,00%	-2,01%	1,94%	6,73%	-6,17%	5,52%	0,12%	-3,81%	-5,55%	14,50%	-4,56%	-17,14%	8,47%
	Std. Deviation	0,00%	-0,90%	0,83%	2,74%	-2,91%	2,27%	0,05%	-1,74%	-2,60%	5,52%	-2,11%	-10,20%	3,39%
Impression: Sociable	Mean	0,00%	-1,45%	1,21%	3,21%	-1,89%	1,24%	-0,74%	-0,18%	-1,85%	3,58%	3,31%	-6,93%	-4,77%
	Variance	0,00%	0,09%	-0,01%	1,03%	0,12%	-0,66%	0,37%	-2,81%	-10,74%	12,93%	-2,41%	-5,51%	3,07%
	Std. Deviation	0,00%	0,04%	0,00%	0,45%	0,05%	-0,29%	0,16%	-1,28%	-5,56%	5,04%	-1,10%	-2,61%	1,31%
Impression: Rigid	Mean	0,00%	-2,06%	1,71%	-0,12%	0,90%	-1,38%	-1,10%	-0,73%	-8,88%	16,15%	-4,97%	12,23%	7,10%
	Variance	0,00%	-1,67%	1,33%	2,35%	-3,44%	5,21%	-2,18%	-8,74%	-7,74%	21,12%	-4,44%	-11,23%	3,83%
	Std. Deviation	0,00%	-0,66%	0,51%	0,89%	-1,37%	1,93%	-0,86%	-3,70%	-3,23%	7,02%	-1,79%	-4,90%	1,43%
Impression: Advisory	Mean	0,00%	1,75%	-1,46%	2,62%	0,60%	-2,40%	-0,80%	-0,47%	1,75%	3,13%	3,85%	-6,82%	-5,49%
	Variance	0,00%	-4,22%	3,48%	-1,29%	2,25%	-2,63%	3,06%	-7,14%	7,63%	-2,92%	-8,07%	-0,79%	11,28%
	Std. Deviation	0,00%	-1,97%	1,48%	-0,58%	0,97%	-1,20%	1,31%	-3,47%	3,11%	-1,33%	-3,98%	-0,35%	4,45%

Positive evaluation	
Value: Reliability	
Mean	88,20% - very high
Mean homogeneity	in gender, age, type and organisation
Mean heterogeneity	-
Deviation	15,82% - very low
Deviation homogeneity	in gender and age
Deviation heterogeneity	pension (12,27%), accident (8,13%), ver.di (9,62%), non-union members (19,20%)
Value: Community	
Mean	76,95% - high
Mean homogeneity	in gender, age, type and organisation
Mean heterogeneity	-
Deviation	20,09% - moderate
Deviation homogeneity	in gender, age, type and organisation
Deviation heterogeneity	-
Value: Volunteering	
Mean	74,03% - high
Mean homogeneity	in gender, age, organisation
Mean heterogeneity	Pension (80,56%), accident (62,22%)
Deviation	19,25% - low
Deviation homogeneity	in gender, age, type and organisation
Deviation heterogeneity	-
Value: Influence	
Mean	86,58% - very high
Mean homogeneity	in gender and age
Mean heterogeneity	Other (93,14%), ver.di (78,57%)
Deviation	17,37% - low
Deviation homogeneity	in gender, age, organisation
Deviation heterogeneity	Other (11,87%)
Impression: Advisory	
Mean	78,87% - high
Mean homogeneity	in gender, age and type
Mean heterogeneity	Ver.di (71,43%), non-union members (72,36%)
Deviation	18,72% - low
Deviation homogeneity	in gender, age and type
Deviation heterogeneity	GdS (14,13%), non-union members (24,10%)
Impression: Sociable	
Mean	64,44% - moderate
Mean homogeneity	in gender and type
Mean heterogeneity	under 30 (70,45%); non-union members (58,71%)
Deviation	18,88% - low
Deviation homogeneity	in gender, age, type and organisation
Deviation heterogeneity	-

Neutral evaluation	
Addressing of the offerings	
Mean	65,91% - moderate
Mean homogeneity	in gender and age
Mean heterogeneity	Other (80,39%), ver.di (73,81%), non-union members (58,01%)
Deviation	22,09% - moderate
Deviation homogeneity	in gender, age and type
Deviation heterogeneity	ver.di (16,27%)
Impression: Modern	
Mean	63,38% - moderate
Mean homogeneity	in gender and type
Mean heterogeneity	under 30 (68,18%), 31-50 (59,95%), 51-65 (66,32%); GdS (66,67%), non-union members (56,82%)
Deviation	21,81% - moderate
Deviation homogeneity	in gender and type
Deviation heterogeneity	under 30 (21,77%), 31-50 (15,74%), 51-65 (21,61%)
Negative evaluation	
Impression: portly	
Mean	56,60% - low
Mean homogeneity	in gender and age
Mean heterogeneity	Accident (51,11%), other (70,59%), non-union members (64,10%)
Deviation	20,82 - moderate
Deviation homogeneity	in gender , age and type
Deviation heterogeneity	Ver.di (12,60%)
Impression: rigid	
Mean	54,44% - low
Mean homogeneity	in gender and age
Mean heterogeneity	Accident (45,56%), other (70,59%), ver.di (66,67%), non-union members (61,54%)
Deviation	21,56% - moderate
Deviation homogeneity	in gender, age and organisation
Deviation heterogeneity	Other (28,58%)

Table 4.16: Comparison of positively, neutral and negatively evaluated brand parameters divided by subgroups

Resulting from tables 4.14, 4.15 and 4.16 the identified core values (*reliability* and *influence*) are homogeneous among the subgroups. Small differences can be identified between GdS members and non-union members. This means that a membership in the GdS increases the importance of the values *reliability* and *influence*. As a GdS member the analogue core impression (*advisory*) is perceived higher compared to ver.di and non-union members but lower than the values. The gap between desire (value) and performance (impression) is thus smaller for GdS members. This corresponds with the results regarding *satisfaction* (H1). The factor

‘*addressing of the offerings*’ is not equally evaluated due to the actual impression. Especially the GdS shows that the advisory role cannot be converted into a concise image that contributes the core values characterising the service adequately to address the needs of the member.

Further, the supporting value *volunteerin*g differs between genders. Women evaluate the importance higher than men. Opposing the *importance of personal contact*s in H2 the assumption supports that men need personal contacts for influence and power whereas women have a more providing nature for voluntary engagement.

The importance of the supporting value *community* is increasing by age. This corresponds with the findings of H2. Nevertheless, the analogue *sociable impression* is not increasing by age and is perceived lower than the value. This means that the *value community* can be perceived as not pure social leisure interaction but more as a possibility to gain power through a high quantity of associates with varying resources.

Rotated Component Matrix

Total	Component		
	1	2	3
Addressing of the offerings	,289	,587	,051
Value: Reliability	,839	,232	,017
Value: Community	,687	,288	,030
Value: Volunteering	,777	,123	-,046
Value: Influence	,777	,191	,104
Impression: Portly	,015	,016	,920
Impression: Modern	,161	,819	-,126
Impression: Sociable	,121	,849	,146
Impression: Rigid	,057	-,070	,906
Impression: Advisory	,309	,657	-,203

Rotated Component Matrix

Under 30	Component		
	1	2	3
Addressing of the offerings	,549	,509	,026
Value: Reliability	,908	,187	-,191
Value: Community	,598	,562	-,073
Value: Volunteering	,564	,660	,107
Value: Influence	,950	-,019	-,173
Impression: Portly	-,137	,038	,908
Impression: Modern	,087	,920	-,143
Impression: Sociable	,106	,914	,063
Impression: Rigid	-,125	-,033	,847
Impression: Advisory	,628	,377	-,397

Rotated Component Matrix

31-50	Component		
	1	2	3
Addressing of the offerings	,626	,172	-,045
Value: Reliability	,153	,865	,026
Value: Community	,201	,660	,138
Value: Volunteering	-,015	,786	-,010
Value: Influence	,228	,627	,212
Impression: Portly	-,052	,072	,933
Impression: Modern	,797	,072	-,136
Impression: Sociable	,816	,055	,091
Impression: Rigid	-,168	,190	,888
Impression: Advisory	,699	,224	-,191

Rotated Component Matrix

51-65	Component	
	1	2
Addressing of the offerings	,555	,296
Value: Reliability	,822	,083
Value: Community	,776	-,143
Value: Volunteering	,708	-,304
Value: Influence	,821	,146
Impression: Portly	,044	,894
Impression: Modern	,731	,014
Impression: Sociable	,707	,383
Impression: Rigid	-,009	,872
Impression: Advisory	,714	,008

Rotated Component Matrix			
Gds	Component		
	1	2	3
Addressing of the offerings	,577	,136	,003
Value: Reliability	,183	,858	,004
Value: Community	,518	,476	,044
Value: Volunteering	,372	,664	,039
Value: Influence	,033	,874	-,002
Impression: Portly	,003	,015	,915
Impression: Modern	,769	,147	-,264
Impression: Sociable	,823	,061	,146
Impression: Rigid	-,097	,046	,892
Impression: Advisory	,527	,258	-,272

Rotated Component Matrix			
Non-union members	Component		
	1	2	3
Addressing of the offerings	,333	,538	,219
Value: Reliability	,821	,326	,050
Value: Community	,775	,190	,114
Value: Volunteering	,835	-,095	,026
Value: Influence	,716	,404	,138
Impression: Portly	,071	,088	,916
Impression: Modern	,137	,860	,055
Impression: Sociable	,030	,823	,283
Impression: Rigid	,127	,096	,901
Impression: Advisory	,223	,794	-,146

Table 4.87: Factor analysis to H3 of total, GdS, non-union members, under 30, 31-50, 51-60

The factor analysis in table 4.17 shows in total three different associated components. Firstly, the negative *impressions portly* and *rigid* are related to each other, secondly all values and lastly the actual positive impressions such as *modern, sociable* and *advisory* with the *addressing of the offerings.*

Further, the factor analysis of the subgroups results a different distribution. In the GdS, compared to the non-union members, the values of *community* and *volunteering* are more related to the positive impressions and the *addressing of the offerings*. The group of the non-union members has just small differences compared the total sample. The analysis by age shows that the dispersion of components is gradually decreasing. The group of under 30 relates, as the GdS members, the *values community* and *volunteering* stronger to the *addressing of the offerings* and the positive impressions. The group of 31 - 50 has no particularities. Participants

from 51 - 60 are converging the positive impressions (*advisory, modern and sociable*), the factor '*addressing of the offerings*' and all values (*reliability, community, volunteering and influence*) in one single component. This means that the gap between desire (values) and performance (impression) is not perceived as big enough for two separate components.

The findings have shown that there is a gap between desired values and the actual performance as shown in the impressions. Also the factor '*addressing of the offerings*' demonstrates that the values are not addressed in an optimal way. Nevertheless, the GdS members perceive the gap as being smaller. Although the analysis of the subgroups reveals that the trade union brands are perceived as a positive and useful entity, the hypothesis, that the usefulness of a trade union is not communicated through branding as individual benefit, has to be confirmed.

4.4 Findings to Hypothesis 4

H4: The participation of employees of the PSICs is influenced by their satisfaction with the trade union.

NH4: The participation of employees of the PSICs is not influenced by their satisfaction with the trade union.

	Descriptive Statistics						
Question in Survey		N	Mean		Std. Deviation		Variance
Q3	Satisfaction	170	4,206	70,10%	1,0541	17,57%	1,111
Q6	Importance of trade union activities on site	183	4,339	72,31%	1,4200	23,67%	2,016
Q8a	Seminar: Labour law	183	4,041	67,35%	1,7696	29,49%	3,132
Q8b	Seminar: Burnout	183	3,743	62,39%	1,8530	30,88%	3,434
Q8c	Seminar: Bullying	183	3,383	56,38%	1,7932	29,89%	3,216
Q8d	Seminar: Conflict in the workplace	183	4,049	67,49%	1,7042	28,40%	2,904
Q8e	Seminar: Personality development	183	3,809	63,48%	1,8131	30,22%	3,287
Q8f	Seminar: Demographic trends	183	3,306	55,10%	1,7710	29,52%	3,137
Q8g	Seminar: Preparation for retirement	183	2,918	48,63%	1,8602	31,00%	3,460
Q11	Importance of the appreciation of personality	178	4,927	82,12%	1,2757	21,26%	1,627
Q12	Personal engagement in the trade union	183	1,623		,6333		,401
	Valid N (listwise)	165					

Table 4.18: Descriptive statistics to H4

In order to assess the dependence of *satisfaction* with participation, the satisfaction is set in relation to every parameter that includes the participation of the PSICs employees.

As an indicator for participation the parameters '*trade union activities on-site*' and '*seminars*' (*labour law, burnout, bullying, conflicts in the workplace, personality development, demographic trends and preparation for retirement*) are selected. Concluding, the *willingness of the personal engagement* in the union is analysed separately from the other factors due to the ordinal nature of the question.

In table 4.18 the mean of *appreciation of personality, satisfaction* and *importance of activities on-site* have a percentage of more than 70. In addition the deviation is relatively low compared to the other factors. Contrary, the *seminars* have a high deviation due to their target group specified nature and thus relatively low scores.

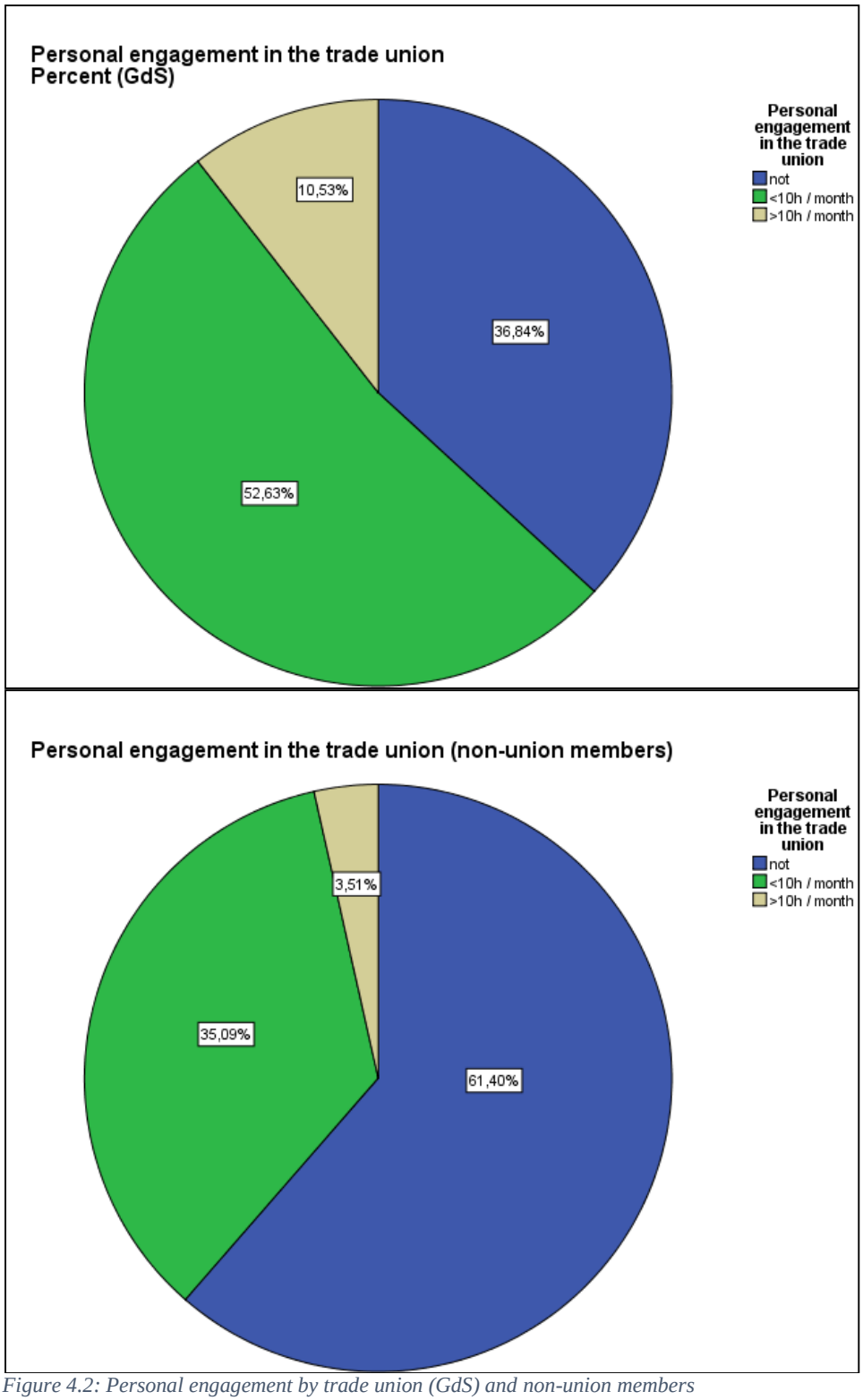


Figure 4.2: Personal engagement by trade union (GdS) and non-union members

According to figure 4.2 regarding *personal engagement* it is significant that the willingness of participation of GdS and non-union members is relatively high. For non-union members the participation is 37.90 % whereas the GdS has a participation parity of 62 %. This means that

especially in the trade union GdS there is a high potential of voluntary participation which corresponds with the high score of the '*value volunteering*' (H3).

Correlations				
		Satisfaction		
		Total	GdS	Unorga
Importance of trade union activities on site	Pearson Correlation	0,405	0,22	0,614
	Sig. (2-tailed)	,000	,020	,000
	N	170	111	49
Seminar: Labour law	Pearson Correlation	0,382	0,293	0,552
	Sig. (2-tailed)	,000	,002	,000
	N	170	105	49
Seminar: Burnout	Pearson Correlation	0,187	,106	0,491
	Sig. (2-tailed)	,015	,295	,000
	N	170	100	47
Seminar: Bullying	Pearson Correlation	0,173	,143	0,457
	Sig. (2-tailed)	,024	,160	,001
	N	170	98	47
Seminar: Conflict in the workplace	Pearson Correlation	0,178	,090	0,408
	Sig. (2-tailed)	,021	,366	,004
	N	170	103	48
Seminar: Personality development	Pearson Correlation	0,201	,104	0,479
	Sig. (2-tailed)	,008	,293	,001
	N	170	104	47
Seminar: Demographic trends	Pearson Correlation	0,179	,111	0,461
	Sig. (2-tailed)	,019	,270	,001
	N	170	100	48
Seminar: Preparation for retirement	Pearson Correlation	,108	-,087	0,446
	Sig. (2-tailed)	,162	,385	,001
	N	170	102	49
Importance of the appreciation of personality	Pearson Correlation	,031	,154	-,258
	Sig. (2-tailed)	,697	,111	,077
	N	165	108	48
Personal engagement in the trade union	Pearson Correlation	0,16	0,215	-,107
	Sig. (2-tailed)	,037	,024	,467
	N	170	110	48

Table 4.19: Pearson correlation between H4 related parameters and satisfaction for total, GdS and the non-union members

Figure 4.19 shows the correlations between the *activities* and the *satisfaction* in total for GdS and non-union members. Significant is that there is a strong difference between the trade union members and the non-union members. In case of the trade union members there is no direct relation between the factor *satisfaction* and all activities including *seminars, on-site activities, the importance of appreciation of personality* or the *willingness of personal engagement*. Contrary, non-union members have a strong correlation between the factor *satisfaction* and those activities that have a providing nature of the trade union (*on-site activities and seminars*). Moreover, there is no relation to *appreciation of personality* nor to *personal engagement*.

The non-union members relate the parameter *satisfaction* to those participatory engagements that are a benefit for themselves without a direct sacrifice. For trade union members the relation between benefit and satisfaction does not exist.

Related to the hypothesis this means that the hypothesis can be confirmed for the non-union members for those activities with a providing nature. For the rest of all parameters as well as for the group of trade union members there is no direct relation between *participation* and *satisfaction*.

5 Conclusion

The concluding chapter summarises the findings and relates them to the identified gaps in the reviewed literature. Furthermore, it gives recommendations based on the findings for partial use and further research. At first the findings are related to the particular research objective before they are finally evaluated.

Table 5.1 shows the status of the hypotheses.

Number	Hypothesis	Status
H1	*The nature of the interaction between trade union and employee of the public social insurance companies is a relationship*	**Confirmed**
H2	*Building up a local in-house representation helps to strengthen the relationship between trade union and its members*	**Confirmed**
H3	*The usefulness of a trade union is not communicated through branding as an individual benefit*	**Confirmed**
H4	*The participation of employees of the PSICs is influenced by their satisfaction with the trade union*	**Rejected**

Table 5.1: Status of hypotheses

5.1 Conclusion related to the research objectives

1. Has the interaction between employee of PSICs and the trade unions a relational nature?

The analysis of hypothesis 1 has shown that the interaction between trade unions and PSICs employees has both, emotional and functional, aspects. Assuming the top-down approach of the Chartered Institute of Marketing (2006) as an element of transactional marketing cannot be adapted due to the high importance of appreciation of personality in all subgroups. The high appreciation of personality shows that, especially in comparison of non-union members and trade union members, the treatment on the same level is an important factor in the interaction between trade union officials and employees of the PSICs.

Analogue to Dowling's (2005) differentiation of the benefits of provided and perceived value, the functional driven aspects (advisory, contractual provisions and website) are almost equally perceived as psychologically driven aspects (satisfaction, impression sociable, personal

contacts, appreciation of personality). Resulting from the factor analysis, the website is differently perceived by men and women as functional and emotional. This corresponds with Dowling's (2005) suggestions that the benefits are detached from the actual product or service. The purpose of the website, providing information, can therefore have further meanings. It has to be re-thought if some typical emotional or functional instruments are mainly driven by this aspect or if other parameters can influence them. The value of a particular instrument depends on the context and the user's point of view. Hence, as a result of this, the relative evaluation of instruments and all functional elements of a trade union can include other not obvious aspects such as emotionally driven ones. Following this argumentation the relationship between trade unions and PSICs employees, especially their members, is relational.

2. Is a strong relation between the local in-house representation of the trade unions and the employees an important connection for the perception of the trade union by the employees?

The in-house representation of trade unions related to the PSICs employees is perceived as important. Nevertheless, there are significant differences in subgroups. For men the personal contact and the necessity of it are more important than for women. Additionally, the importance of this representation increases by age. Thus the in-house representation plays an important role as Christopher, Payne and Ballantyne (1991) pointed out in his three dimensional model of relationship marketing. The importance of personal contacts (83.66 %) and the actual evaluation (74.34 %) are significantly different. Therefore, the quality dimension of Christopher, Payne and Ballantyne's (1991) three dimensional model has to be mentioned as being not accurate enough to cover the demand. Further, according to Lovelock and Wirtz's (2010) five elements of service quality, the empathy of the connection has to be emphasised, too. Similar to the quality dimension empathy is not considered; adjustments may have to be made to address the individual demands of the subgroups (different addressing between gender and age). However, the analysis shows that a trade union in-house representation system can be assessed and analysed with service and relationship marketing concepts. Hence, the relation between in-house representation and PSICs employees has a commercial relational character.

3. Does the branding of a trade union communicate a credible image (advisory, security, influence) of the trade union?

The findings according to hypothesis 3 show that especially the values that trade unions should contribute (reliability, community, volunteering and influence) are relatively high. Contrary the corresponding actual impressions, such as advisory (reliability) or sociable (community), are perceived lower. Therefore, it can be stated that there is a gap between the importance of such perceived values and the actual perception of trade unions by impressions. This is also supported by the relatively low score of addressing of the offerings. Hence, the values of a trade union are not adequately expressed by the trade unions to address the overall emotional and functional perceptions of the employees of the PSICs. Therefore, the credibility suggested by Dowling (2005), that the brand is only reflecting the internal culture, can be stated as an incomplete misfit. Otherwise, the values as well as the positive impressions combined with the addressing of the offerings are perceived the same way.

The factor analysis of the subgroups has shown that some subgroups, such as the members of the GdS and the employees under 30, relate to the brand in a different way compared to the total sample or other subgroups. These two groups strongly relate the values of participation (influence and voluntary) with more practical parameters such as the impressions and the addressing of the offerings. It can be stated that those two groups see a different purpose in the brand of a trade union. For these tow groups a participatory element has, according to Doyle's (2008) differentiation in brand types, an experience oriented component. According to Varey (2002) these subgroups are consequently more emotionally and behaviourally attached to the brand. The remaining subgroups associate a protective role of the trade unions with the attribute appearance (Doyle, 2008) and a higher attitudinal aspect (Varey, 2002). This is especially shown in the group of the 51 – 60-year-old where all parameters (positive impressions, values and the addressing of the offerings) are constituted in a single component. Therefore, especially for this group the protective role of the union is of high importance. All subgroups have in common that the brand is perceived not only in a rational manner but also includes emotional psychological components and builds up a relationship with the overall organisation as also Aggarwal and McGill (2012) explain.

4. Does the willingness of voluntary participation in a trade union depend on the overall satisfaction of the employee of the PSIC with the trade union affairs?

The relation between participation and satisfaction as an additional element in the trade union affairs for assessing loyalty can be rejected. The strong difference between non-union members and trade union members emphasises the varying approach of both groups. The non-union members relate those activities that have a benefiting character for themselves directly to their satisfaction. This means if the satisfaction is low the benefiting participatory engagement is also low and reverse. Therefore, the non-union members perceive the activities of trade union strongly rational and, hence, transactional. The non-union members assess the benefiting character of a trade union critically before they put effort into the interaction. However, the trade union members' participation in seminars or voluntary engagement is not related to the factor satisfaction. Thus, the independent nature of these different parameters shows that the trade union members do not perceive the offerings that rational and critical. Satisfaction is not related to single factors but to the overall perception. Christopher, Payne and Ballantyne's (2002) emphasis the customer lifetime value and the creation of trust and less price sensitivity and are therefore adapted in this context. Trust is created through a less critical and rational but more emotionally driven evaluation of satisfaction. However, one cannot directly see less price sensitivity. The missing relation between a product itself and the satisfaction shows less sensitivity for a particular product and more emphasis on the whole relationship. Therefore, the creation of trust and less sensitivity can be understood as indicators for Doyle's (2008) theory of loyalty. Moreover, it rejects the commitment driven interaction theory by Sverke and Kurumilla (1995) and Chaison, Sverke and Sjöberg (2001) which do not suggest the proven element of the emotional aspect in the relationship. Hence, it has to be stated that Doyle's (2008) concept of loyalty is adaptable to the context of trade unions and can extend the existing theories in this way.

5.2 Final evaluation and recommendation

The analysis and the conclusion of the four research objectives show that interaction between trade unions and PSICs employees have emotionally driven aspects. Especially resulting from hypothesis 4 and related to the findings regarding hypothesis 1 shows that before an employee joins a trade union the perception and evaluation is more functionally driven than after becoming member of the trade union. Therefore, the membership develops trust between the two parties and, hence, loyalty and less sensibility for functional aspects. Thus, these findings can be related to the first of Christopher, Payne and Ballantyne's (2002) three elements of relationship marketing the 'emphasis of the lifetime value'. Furthermore, in order to deepen the

relationship a strategy of creating more touching points (products with more personal appreciation and interaction) can be an indicator for creating trust. Moreover, it has to be further assessed how the alteration between the functional and the emotional aspects is occurring by increasing trust of membership and satisfaction.

Another important finding regarding hypothesis 1 is the purpose of instruments related to their value. As stated the instrument (e.g. website) can have different psychological and functional aspects which have to be considered. The findings show that values can differ between subgroups in relation to the circumstance or context in which they are used. Therefore, further research has to investigate how the relationship between different elements of value of a particular instrument is influenced by the personal or group related contexts or circumstances. This awareness of possibly relatively perceived values of individuals or groups can help to create new products that fit better to the individual demand or needs.

According to the findings the following recommended questions for further research can be stated (see table 5.2). Further, table 5.3 shows the improvements for a repeating study.

General	Are the findings adaptable to other trade union systems in other countries?
	Which influence has the trade union system on the findings of the study?
H1	Does more contact between member and trade union automatically lead to more emotion and loyalty?
	Are emotional aspects of the relationship between trade union and members controllable?
	How can emotional aspects be measured?
	Are instruments such as the website only functional perceived relative to a particular context? Can this perception change in a different context to a emotional perception?
H2	How can the role of the in-house representatives as important communication instrument be used to communicate a credible image?
	How can the role of the in-house representatives be standardised and professionalised?
	Can the group of the in-house representatives be motivated analouge through motivation theories of Human Resource Management (e.g. Mintzberg)?
H3	How can the gap between desire (values) and performance (impressions) be closed?
	Is it possible to use further brand equity theories to create a credible image of trade unions?
	How can a trade union address different target groups within a single image (protective role combined with a experience role through participation)? Has it to focus on one single target group?
H4	What and when changes the attitude of a trade union membership from functional to emotional aspects?
	Is this change time or content driven?
	Is this change from functionality to emotionality an abrupt or continuing process?

Table 5.2: Recommending questions for further research

Possible improvements in a repeating study
- Reduction of the distribution bias through the involvement of in-house representatives to increase objectivity
- Inclusion of smaller branches in the study except of the 24 biggest branches in Lower Saxony to achieve equal probability in the population
- Validation of findings in a varying geographical area (other state in Germany)
- Inclusion of pensioners in the study through a separate data collection (new subgroup of age 'over 65')
- Inclusion of stratas to achieve valid data in underrepresented subgroups (unemployment, ver.di)
- Bigger sample to increase validity and create possibility to analyse subgroups of second rank onwards (e.g. only males of GdS members)
- Validation of findings through varying research methodology (longitudinal study, multi-method study)

Table 5.3: Possible improvements of a repeating study

6 Self-Reflection

The learning process in this dissertation is reflected according to Kolb and Kolb's (2005) learning cycle as well as the variation of Honey and Mumford (1992). Figure 6.1 shows the individual learning style of the researcher tested with the help of the learning style test of Honey and Mumford (1992). A result of the test is that the researcher has no distinct destination. Nevertheless, the researcher has a slight tendency to be more reflective and theoretical rather than active and pragmatic. Corresponding to Kolb and Kolb (2005) this is an assimilating learning style with a more concise and logical approach.

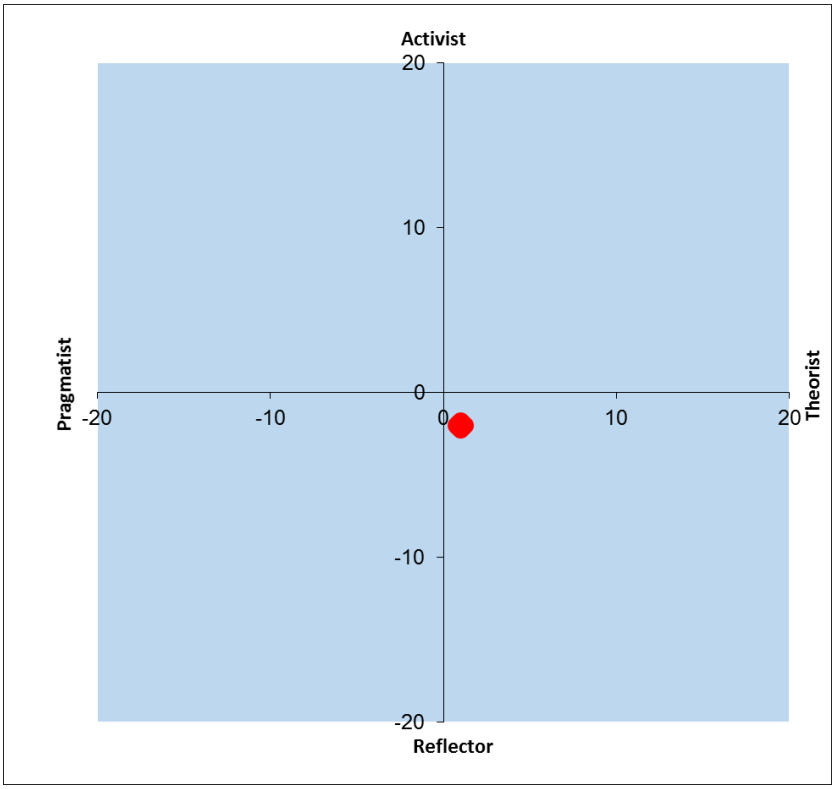


Figure 6.1: Test of learning styles of the researcher (adapted by Honey and Mumford, 1992)

However, Kolb and Kolb's (2005) model tends to define a learning process as a cycle of different actions where a particular person has a specific preference in learning such as an assimilating type. But in fact of the individual self-reflection of the researcher, detached from the model itself, the learning style deepens the particular context. However, different learning styles and approaches are more appropriate in the process of writing a dissertation. In this dissertation a strongly reflecting and theoretical position would be the optimal position for writing a dissertation. The strong focus on the methodology of objectivity and the theoretical support of the hypotheses can only be archived through a high level of reflection and theory. Nevertheless, in the process of research and especially during the data collection a more

pragmatic and active role is appropriate because problems had to be immediately solved or the coordination with the representatives asked for an active role of the researcher. Therefore, the Kolb and Kolb's (2005) model of learning styles misses the factor 'circumstance'. The circumstance can influence the particular way of how the outcome is achieved and is adjusted in the most elegant and efficient manner.

The following subchapters focus on how the process of the dissertation writing is reflected, further how learning occurred and how the experience will be used in future.

6.1 Reflection on the dissertation

The first idea for making a study in this field occurred when the researcher discussed casually the relationship between trade unions and employees of the public social insurance companies with one of the in-house representatives. The representative suggested that the number of members is slightly decreasing in the last years and it seems that these members were not adequately represented. The researcher suggested that the interaction might not be designed appropriately to meet the needs of the employees.

The writing of the proposal to increase the clearance of the topic and its relevance was in this case not suitable. The topic with the connection to the public social insurance companies was too complex to be discussed in a small proposal. The context had a big influence on the topic itself and it was not purely driven by theory from the academic context.

The title of this dissertation was designed according to the discussion with the representative. Moreover, the aim of the researcher was to find out if the members, analogues to private economical relationships based on different marketing approaches, have an emotionally driven component and can be applied in this context. Further it is an opportunity to contribute a new field of research to the existing theories which are more associated with economical operating companies. Therefore, the aim was to find out if an emotional component has its influence in this context.

The discussion of the circumstances of public social insurance companies and the regarded trade unions in Lower Saxony was complex and difficult to address in the literature review. However, this part was needed in order to address the validity of the applied economic theories. The chapter was mainly based on different labour laws and other regulations by collective agreements. It was difficult to develop a coherent picture out of a wide range of different labour law regulations (from individual employee contract law to constitutional law). Therefore, that

part provides a brief overview of the trade union affairs and their interrelations with a special focus on the sector of the public social insurance.

The researcher did not have previous knowledge about the theories of relationship marketing, but in his point of view those theories were appropriate to address the emotionally driven component of the interaction. Nevertheless, the researcher had doubts about the consistency of the theories on relationship marketing because of its lack of coherent and valid information. It seemed that those theories were mainly developed independently from each other so that some were overlapping but still not addressing the whole relationship in a holistic way. Therefore, the relationship marketing theories seemed to be dispersed and to have many gaps that are not addressed yet. Thus, the literature review focused on a few relevant and suitable theories in this context. The aim of adding value was to fill some of the addressed gaps in this field and to improve and specialise the knowledge of the researcher.

Furthermore, the problem is also addressed by other theories related to different areas of economic research. For example, the member of the trade union is not just the customer of the trade union. With the voluntary participatory element in the relationship also human resource related theories, such as motivational ones (e. g. Herzberg), might discover other elements of the relationship between trade unions and employees. Those theories were not addressed in this study due to the limited scope of this study and its strong focus on the participation rather than only on the interaction.

Based on the actual data collection the researcher had to change his philosophical position within the process. During the preparation of the collection a strong focus on objectivity has been a relevant topic. Firstly a positivist philosophy was chosen to be optimum in the research. However, during the selection of the samples the researcher had to change the philosophy to a realistic position because of the lack of full probability within the population. A positivistic position is hardly to achieve and the demand of complete objectivity of a researcher driven by full and equal probability of all units in the population is questionable - especially in a sociological study. The objectivity is negatively influenced by many factors that cannot be erased within the collection process (e.g. non-verbal behaviour, sympathy, time pressure etc.). Therefore, the researcher had to realise that a full positivistic position is not feasible and can only be executed within an experimental study with highly structured and limited parameters. Therefore, for the researcher it was possible to understand the added value and to determine different confronting philosophies and to adjust the own behaviour accordingly to it.

The collection process based on the coordination and communication with the particular in-house representatives worked smoothly and the response rate of 63 % shows that the participation within the workforce was high. The structured methodology helped to increase the response and validity for the employees. Nevertheless, some subgroups were overrepresented (members of the GdS, health insurance companies) and other underrepresented (ver.di, unemployment insurance companies).

The analysis and the link of the primary data to the gaps of the literature review was a difficult process. The number of primary data analysed with the help of various empirical methods provided much space for the interpretation of the data. Although the whole process was supported by SPSS without knowledge of mathematical calculation and its right application the theoretical gaps could not be filled. The researcher's idea of the added value was to strengthen the ability of empirical analysis, the use of SPSS and further for the academic audience the filled theoretical gaps.

6.2 Learning process

The different stages of writing the dissertation needed varying learning approaches. The researcher needed different skills in the process. In the generation of the idea and definition of the topic the researcher used sensory and transferal skills to link the practical mentioned problem of trade unions to economic theories. The first idea did not include any theoretical specific background but a broad vision helped the researcher to determine what kind of outcome the academic discussion should have.

Furthermore, in order to specify the topic, the problem had to be abstracted and related to existing theories. The reviewed theories in this context of relationship marketing were chosen as relevant in this circumstance. In the phase of the literature discussion the researcher learned new contents of relationship marketing as well as the structure of trade unions in Lower Saxony. Moreover, the researcher learned structurally how to cite properly, how to concentrate and discuss topics in a few words and how to decide whether theories are relevant or not. The aim was to communicate the message clearly and understandable by using different styles of presentation (e. g. images or tables). According to Kolb and Kolb's (2005) learning style the researcher adapted in the literature review writing process was a strong assimilating one. The purpose was to be objective, to discuss theories critically and to reject them objectively in order to identify gaps.

The methodology helped the researcher to clarify his role and impact on research. He already knew existing instruments to examine primary data, but rather for determining the philosophy and the purpose of the study clearly in advance.

According Kolb and Kolb (2005), in the collection phase the researcher had to take a different role as a more active participant in the collecting process. His role was to communicate clearly the values and structure of the research to the in-house representatives. The researcher learned how to plan, organise and structure a collection process and how to deal quickly with uncertainties and problems. Therefore, the researcher took a converging position.

For the analysis the researcher had to use empirical knowledge and systems such as SPSS to evaluate objectively the data. The learning occurred while using the programmes which strengthened the application of relevant mathematical procedures. The phase of interpreting the primary data asked for analytical and forensic skills to interrelate a large amount of data (large potential of interpretation) in a limited number of words. Later transferal skills were needed to link the analysis to the hypothesis and the theory.

The whole process of the dissertation writing needed discipline and self-motivation to remain in the schedule. Time management and self-organisation were important to fulfil the task. Nevertheless, the process of writing was stressful and pressured by time constraints; the researcher could not maintain a reasonable work-life balance within the process.

6.3 Future application

The researcher gained new knowledge about theories of relationship marketing, the structure and affairs of trade unions and the use of technical programmes such as Zotero, Microsoft Visio or SPSS. The theoretical knowledge can be applied in a future job related to marketing affairs for building up relationships to customers. The knowledge of trade unions, mainly based on restrictions and laws, helps to understand working conditions and labour law restrictions in the field of human resources. The technical programme brings a benefit in further mathematical, visual or structural examinations of larger amounts of data.

The discipline, organisational skills, leadership skills, coordination skills, self-motivation, time management, transferal skills, critical skills, analytical skills, decision making skills, visionary skills, communication skills and the skills to speak and write in a foreign language help the researcher universally in various private, academic and business related contexts.

However, the researcher has to improve in his management of frustration, interruptions and stress and in his work-life balance. Because of the lack of communication in the first part of the dissertation, the relationship to the supervisor had to be improved in the beginning. With the help of constructive problem solving skills the communication has been improved while doing this research. Thus, later the interaction worked properly.

For trade unions operating in the public social insurance company sector the findings of this dissertation help to understand the value of relationships with the employees and to change products and services accordingly.

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8 Appendix

Appendix 1: Sample selection of 24 biggest branches in Lower Saxony

Health			
Location	**Maximum employees**	**Minimum response rate**	**Total distribution rate**
Hannover AOK Hildesheimer Straße	1000	10	29
Hannover KKH	500	5	14
Hannover AOK Hans Böckler Allee	400	4	11
Oldenburg TK	400	4	11
Braunschweig AOK	350	3,5	10
Osnabrück AOK	300	3	9
Oldenburg AOK	250	2,5	7
Göttingen AOK	250	2,5	7

Pension			
Location	**Maximum employees**		
Hannover DRV	1500	15	43
Oldenburg DRV	500	5	14
Braunschweig DRV	400	4	11
DRV Kliniken Bad Rothenfelde	300	3	9
DRV Kliniken Clausthal-Zellerfeld	250	2,5	7
DRV Kliniken Bad Pyrmont	250	2,5	7
DRV Kliniken Bad Eilsen	200	2	6

Accident			
Location	**Maximum employees**		
Hannover BGBau	500	5	14
Hannover BGM	400	4	11
Hannover NGB	200	2	6
Hannover GUV	150	1,5	4

Unemployment			
Location	**Maximum employees**		
Hannover BA	600	6	17
Oldenburg	250	2,5	7

Other			
Location	**Maximum employees**		
Hannover LSV	600	6	17
Hannover MDK	300	3	9
Hannover KBS	250	2,5	7

SUM	10100	101	289

Appendix 2: Survey design

Dear colleague, dear colleague,

Please give us a moment of your attention. We want to know how you personally evaluate the performance of the unions within a scale of 1-6 (6 = best). Please check the respective result. Of course, your data will be anonymous and confidential. Therefore, we require any personal information from you.

Thank you for your support.

Gender: ◯ Female ◯ Male

Age: ◯ under 30 ◯ 31-50 ◯ 51-65 ◯ over 65

Insurance carrier: ◯ KV ◯ UV ◯ RV ◯ BA ◯ LSV ◯ Other

Unionised: ◯ GdS ◯ Verdi ◯ other ◯ not organized

1. Do you feel addressed by the offerings of the unions?

6 5 4 3 2 1

2. How important do you think the values of the unions?

Reliability

6 5 4 3 2 1

Community

6 5 4 3 2 1

Volunteering

6 5 4 3 2 1

Influence

6 5 4 3 2 1

3. How satisfied are you with the current services offered by the unions?

6 5 4 3 2 1

4. What is your impression of trade unions?

Portly

6 5 4 3 2 1

Modern

6 5 4 3 2 1

Sociable

6 5 4 3 2 1

Rigid

6 5 4 3 2 1

Advisory

6 5 4 3 2 1

5. How important are personal contacts?

6 5 4 3 2 1

6. How important are trade union activities on site?

6 5 4 3 2 1

7. How good is the personal in-house representation?

6 5 4 3 2 1

8. What seminars would you use?

Labour law

6 5 4 3 2 1

Burnout

6 5 4 3 2 1

Bullying

6 5 4 3 2 1

Conflict in the workplace

6 5 4 3 2 1

Personality development

6 5 4 3 2 1

Demographic trends

6 5 4 3 2 1

Preparation for retirement

6 5 4 3 2 1

9. How important is an easy to use website?

6 5 4 3 2 1

10. How do you assess specific contractual provisions for union members?

6 5 4 3 2 1

11. How important is the issue of "appreciation" of your personality?

6 5 4 3 2 1

12. To what extent would you engage in a trade union?

◯ Not ◯ until 10 hours / month ◯ over 10 hours / month

Appendix 3: Test of normality to H1

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Satisfaction	,203	142	,000	,893	142	,000
Impression: Portly	,155	142	,000	,936	142	,000
Impression: Modern	,174	142	,000	,926	142	,000
Impression: Sociable	,181	142	,000	,926	142	,000
Impression: Rigid	,167	142	,000	,935	142	,000
Impression: Advisory	,284	142	,000	,843	142	,000
Importance of personal contacts	,275	142	,000	,737	142	,000
Importance of a website	,294	142	,000	,821	142	,000
Specific contractual provisions for members	,200	142	,000	,845	142	,000
Importance of the appreciation of personality	,272	142	,000	,792	142	,000

a. Lilliefors Significance Correction

Appendix 4: Homogeneity tests by subgroups to H1

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Satisfaction is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,926	Retain the null hypothesis.
2	The distribution of Impression: Portly is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,552	Retain the null hypothesis.
3	The distribution of Impression: Modern is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,546	Retain the null hypothesis.
4	The distribution of Impression: Sociable is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,233	Retain the null hypothesis.
5	The distribution of Impression: Rigid is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,310	Retain the null hypothesis.
6	The distribution of Impression: Advisory is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,279	Retain the null hypothesis.
7	The distribution of Importance of personal contacts is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,548	Retain the null hypothesis.
8	The distribution of Importance of a website is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,537	Retain the null hypothesis.
9	The distribution of Specific contractual provisions for members is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,750	Retain the null hypothesis.
10	The distribution of Importance of the appreciation of personality is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,046	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Satisfaction is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,157	Retain the null hypothesis.
2	The distribution of Impression: Portly is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,860	Retain the null hypothesis.
3	The distribution of Impression: Modern is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,011	Reject the null hypothesis.
4	The distribution of Impression: Sociable is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,307	Retain the null hypothesis.
5	The distribution of Impression: Rigid is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,532	Retain the null hypothesis.
6	The distribution of Impression: Advisory is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,434	Retain the null hypothesis.
7	The distribution of Importance of personal contacts is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,264	Retain the null hypothesis.
8	The distribution of Importance of a website is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,654	Retain the null hypothesis.
9	The distribution of Specific contractual provisions for members is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,263	Retain the null hypothesis.
10	The distribution of Importance of the appreciation of personality is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,109	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Satisfaction is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,212	Retain the null hypothesis.
2	The distribution of Impression: Portly is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,083	Retain the null hypothesis.
3	The distribution of Impression: Modern is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,389	Retain the null hypothesis.
4	The distribution of Impression: Sociable is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,420	Retain the null hypothesis.
5	The distribution of Impression: Rigid is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,011	Reject the null hypothesis.
6	The distribution of Impression: Advisory is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,776	Retain the null hypothesis.
7	The distribution of Importance of personal contacts is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,009	Reject the null hypothesis.
8	The distribution of Importance of a website is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,318	Retain the null hypothesis.
9	The distribution of Specific contractual provisions for members is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,088	Retain the null hypothesis.
10	The distribution of Importance of the appreciation of personality is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,189	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Satisfaction is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,007	Reject the null hypothesis.
2	The distribution of Impression: Portly is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,024	Reject the null hypothesis.
3	The distribution of Impression: Modern is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,039	Reject the null hypothesis.
4	The distribution of Impression: Sociable is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,037	Reject the null hypothesis.
5	The distribution of Impression: Rigid is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,001	Reject the null hypothesis.
6	The distribution of Impression: Advisory is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,005	Reject the null hypothesis.
7	The distribution of Importance of personal contacts is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,001	Reject the null hypothesis.
8	The distribution of Importance of a website is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,315	Retain the null hypothesis.
9	The distribution of Specific contractual provisions for members is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,000	Reject the null hypothesis.
10	The distribution of Importance of the appreciation of personality is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,092	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Appendix 5: Factor analysis of subgroups male and female to H1

Rotated Component Matrix[a,b]

Male	Component		
	1	2	3
Satisfaction	,794	-,073	,225
Impression: Portly	-,014	,903	-,156
Impression: Modern	,832	-,100	,039
Impression: Sociable	,752	,287	-,073
Impression: Rigid	-,148	,880	,067
Impression: Advisory	,553	-,103	,208
Importance of personal contacts	,092	-,111	,735
Importance of a website	,315	-,149	,084
Specific contractual provisions for members	,214	,035	,657
Importance of the appreciation of personality	,044	-,030	,765

Extraction Method: Principal Component Analysis.

a. Rotation converged in 5 iterations.

b. Only cases for which Gender = Male are used in the analysis

Rotated Component Matrix[a,b]

Female	Component		
	1	2	3
Satisfaction	,817	,087	,044
Impression: Portly	-,132	,891	,211
Impression: Modern	,838	-,113	,169
Impression: Sociable	,778	,009	,299
Impression: Rigid	-,052	,907	-,133
Impression: Advisory	,794	-,130	,248
Importance of personal contacts	,365	,003	,775
Importance of a website	,297	,074	,777
Specific contractual provisions for members	,723	-,043	,085
Importance of the appreciation of personality	-,170	-,582	,606

Extraction Method: Principal Component Analysis.

a. Rotation converged in 5 iterations.

b. Only cases for which Gender = Female are used in the analysis

Appendix 6: Test of normality to H2

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Importance of personal contacts	,264	178	,000	,751	178	,000
Importance of trade union activities on site	,215	178	,000	,891	178	,000
Evaluation of in-house representation	,229	178	,000	,875	178	,000
a. Lilliefors Significance Correction						

Appendix 7: Tests of homogeneities to parameters of H2 by subgroups

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Importance of personal contacts is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,548	Retain the null hypothesis.
2	The distribution of Importance of trade union activities on site is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,169	Retain the null hypothesis.
3	The distribution of Evaluation of in-house representation is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,671	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Importance of personal contacts is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,264	Retain the null hypothesis.
2	The distribution of Importance of trade union activities on site is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,155	Retain the null hypothesis.
3	The distribution of Evaluation of in-house representation is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,962	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Importance of personal contacts is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,009	Reject the null hypothesis.
2	The distribution of Importance of trade union activities on site is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,048	Reject the null hypothesis.
3	The distribution of Evaluation of in-house representation is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,436	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Importance of personal contacts is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,001	Reject the null hypothesis.
2	The distribution of Importance of trade union activities on site is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,324	Retain the null hypothesis.
3	The distribution of Evaluation of in-house representation is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,043	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Appendix 8: Test of normality to H3

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Addressing by the offerings	,170	154	,000	,930	154	,000
Value: Reliability	,298	154	,000	,733	154	,000
Value: Community	,229	154	,000	,877	154	,000
Value: Volunteering	,203	154	,000	,904	154	,000
Value: Influence	,280	154	,000	,753	154	,000
Impression: Portly	,166	154	,000	,936	154	,000
Impression: Modern	,176	154	,000	,929	154	,000
Impression: Sociable	,185	154	,000	,925	154	,000
Impression: Rigid	,166	154	,000	,935	154	,000
Impression: Advisory	,281	154	,000	,850	154	,000

a. Lilliefors Significance Correction

Appendix 9: Test of homogeneity of parameters of H3 by subgroups

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Addressing by the offerings is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,895	Retain the null hypothesis.
2	The distribution of Value: Reliability is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,556	Retain the null hypothesis.
3	The distribution of Value: Community is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,174	Retain the null hypothesis.
4	The distribution of Value: Volunteering is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,009	Reject the null hypothesis.
5	The distribution of Value: Influence is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,400	Retain the null hypothesis.
6	The distribution of Impression: Portly is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,552	Retain the null hypothesis.
7	The distribution of Impression: Modern is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,546	Retain the null hypothesis.
8	The distribution of Impression: Sociable is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,233	Retain the null hypothesis.
9	The distribution of Impression: Rigid is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,310	Retain the null hypothesis.
10	The distribution of Impression: Advisory is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,279	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Addressing by the offerings is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,338	Retain the null hypothesis.
2	The distribution of Value: Reliability is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,852	Retain the null hypothesis.
3	The distribution of Value: Community is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,639	Retain the null hypothesis.
4	The distribution of Value: Volunteering is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,811	Retain the null hypothesis.
5	The distribution of Value: Influence is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,653	Retain the null hypothesis.
6	The distribution of Impression: Portly is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,860	Retain the null hypothesis.
7	The distribution of Impression: Modern is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,011	Reject the null hypothesis.
8	The distribution of Impression: Sociable is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,307	Retain the null hypothesis.
9	The distribution of Impression: Rigid is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,532	Retain the null hypothesis.
10	The distribution of Impression: Advisory is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,434	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Addressing by the offerings is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,078	Retain the null hypothesis.
2	The distribution of Value: Reliability is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,924	Retain the null hypothesis.
3	The distribution of Value: Community is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,759	Retain the null hypothesis.
4	The distribution of Value: Volunteering is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,113	Retain the null hypothesis.
5	The distribution of Value: Influence is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,288	Retain the null hypothesis.
6	The distribution of Impression: Portly is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,083	Retain the null hypothesis.
7	The distribution of Impression: Modern is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,389	Retain the null hypothesis.
8	The distribution of Impression: Sociable is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,420	Retain the null hypothesis.
9	The distribution of Impression: Rigid is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,011	Reject the null hypothesis.
10	The distribution of Impression: Advisory is the same across categories of Type of public social insurance company.	Independent-Samples Kruskal-Wallis Test	,776	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Addressing by the offerings is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,001	Reject the null hypothesis.
2	The distribution of Value: Reliability is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,080	Retain the null hypothesis.
3	The distribution of Value: Community is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,237	Retain the null hypothesis.
4	The distribution of Value: Volunteering is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,052	Retain the null hypothesis.
5	The distribution of Value: Influence is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,284	Retain the null hypothesis.
6	The distribution of Impression: Portly is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,024	Reject the null hypothesis.
7	The distribution of Impression: Modern is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,039	Reject the null hypothesis.
8	The distribution of Impression: Sociable is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,037	Reject the null hypothesis.
9	The distribution of Impression: Rigid is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,001	Reject the null hypothesis.
10	The distribution of Impression: Advisory is the same across categories of Trade union organization.	Independent-Samples Kruskal-Wallis Test	,005	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.