

-RESEARCH ARTICLE-

ADOPTION AND SUCCESS OF DIGITAL UNIONISM IN THE
GOVERNMENT: THE CASE OF EĞİTİM-BİR-SEN *

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Abstract

In order for trade unions to perform their core activities in a more effective and efficient manner, it is essential that they utilise information and communication technologies in an effective manner. The acceleration of digitalization has precipitated significant alterations to the processes undertaken by trade unions. In particular, the necessity for a more intricate organisational structure of public unions, in conjunction with their growing number of members, has rendered the adoption of e-unionism practices imperative. This study analyses the "Member Tracking System" (ÜTS) developed by the Union of Educators' Union (Eğitim-Bir-Sen) and evaluates its adoption and success in public trade unionism. In accordance with the Information Systems Success Model 2, the study examined the influence of various factors, including service quality, system quality, training quality and user satisfaction, on system utilisation and net benefits. The analysis yielded the following findings: service quality and training quality have a positive effect on usage, while system quality and training quality have a positive effect on user satisfaction. Furthermore, it was found that system utilisation and user satisfaction have a positive effect on net benefit. In light of these findings, it is recommended that unions should prioritise the quality of their services and training and regularly assess user satisfaction and system usage in order to ensure the success of their e-unionism activities.

Keywords: Unionism, Public Unionism, Digitalization, Digital Unionism, Adoption.

JEL Codes: J51, O33.

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KAMUDA DİJİTAL SENDİKACILIĞIN BENİMSENMESİ VE BAŞARISI: EĞİTİM-BİR-SEN ÖRNEĞİ³

Öz

Sendikaların temel faaliyetlerini daha etkili ve verimli bir şekilde gerçekleştirebilmeleri için bilgi ve iletişim teknolojilerini etkin bir biçimde kullanmaları gerekmektedir. Dijitalleşmenin hız kazanmasıyla birlikte sendikal süreçlerde önemli değişiklikler yaşanmıştır. Özellikle kamu sendikalarının, artan üye sayılarıyla birlikte daha karmaşık bir organizasyon yapısına ihtiyaç duyması, e-sendikacılık uygulamalarının benimsenmesini zorunlu kılmıştır. Bu çalışmada, Eğitimciler Birliği Sendikası'nın (Eğitim-Bir-Sen) geliştirdiği "Üye Takip Sistemi" (ÜTS) incelenmiş ve sistemin kamu sendikacılığında nasıl benimsendiği ile başarısı değerlendirilmiştir. Çalışmada, Bilgi Sistemleri Başarı Modeli 2 temel alınarak, hizmet kalitesi, sistem kalitesi, eğitim kalitesi ve kullanıcı memnuniyeti gibi faktörlerin sistem kullanımını ve net faydayı nasıl etkilediği araştırılmıştır. Yapılan analizler sonucunda, hizmet kalitesi ve eğitim kalitesinin kullanım üzerinde, sistem kalitesi ve eğitim kalitesinin ise kullanıcı memnuniyeti üzerinde pozitif bir etkisi olduğu görülmüştür. Ayrıca, sistem kullanımının ve kullanıcı memnuniyetinin net faydayı olumlu yönde etkilediği saptanmıştır. Bu sonuçlar doğrultusunda, sendikaların e-sendikacılık faaliyetlerinde başarılı olabilmeleri için hizmet ve eğitim kalitesine odaklanmaları, kullanıcı memnuniyetini ve sistem kullanımını düzenli olarak ölçmeleri gerektiği önerilmektedir.

Anahtar Kelimeler: Sendikacılık, Kamu Sendikacılığı, Dijitalleşme, Dijital Sendikacılık, Benimseme.

JEL Kodları: J51, O33.

“Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.”

1. INTRODUCTION

Developments in information and communication technologies (ICT) have led to significant changes in many fields. One of these areas is unionism. In this context, it is possible to say that ICTs have transformed many aspects of traditional union practice. This transformation has profoundly affected unions' organisational capabilities, service delivery, member management, executive and representative training and member-union communication.

In Turkey, it is possible to see the effects of this change in terms of both labour and public sector unions. Especially when it is considered that the unionisation rate of

³ Genişletilmiş Türkçe Özet, makalenin sonunda yer almaktadır.

public officials is quite high compared to the unionisation rate of workers⁴, it can be thought that developments in ICTs may affect public unionism relatively more. This is because the increase in the number of members of public servants' unions brings with it great organisational difficulties for the unions. Overcoming these organisational difficulties and making management processes more effective and efficient is a very important issue for unions and this situation has increased the need and demand of unions for ICTs. In this context, it is necessary for unions to move their functioning and the quality of the services they provide to a more effective, flexible and innovative level, to place the concept of "digital unionism"⁵ at the centre of their activities and to re-construct their entire functioning in line with this understanding. Because only in this way will it be possible for unions to adapt to the rapidly changing and transforming working life conditions.

The activities of the E-union can be broadly categorised under two main headings. The initial category encompasses services and other activities (e-application, e-information retrieval, e-communication, e-survey, e-discussion, e-organisation, etc.) furnished to members through the utilisation of one or more information and communication technology (ICT) channels. The second category encompasses administrative operations (e-administration, e-transaction, e-meeting, e-notification, e-reporting) conducted by union managers with the aid of ICT tools. Nevertheless, the success of a union in e-unionism activities cannot be determined by the mere provision of these services. For both members and managers, the efficacy of e-unionism activities is contingent upon the recognition of these services by the target group, followed by their adoption and effective utilisation.

In this context, this study focuses on the adoption and success of digital unionism activities. Within the scope of the study, the Member Tracking System⁶ (MTS), which is a system offered by the Union of Educators' Union (Eğitim-Bir-Sen) for the use of union executives, is accepted as the object of investigation. In this context, the study investigates the factors affecting the adoption and success of the MTS by the executives of Eğitim-Bir-Sen.

Accordingly, the study firstly focuses on unionism and unionism in Turkey, public unionism and public unionism in Turkey, unions and information technologies and the adoption and success of information technologies under the title of theoretical background. In the methodology section, data collection tool, population and sample, research model and hypotheses, and finally data analysis method are clarified. In the findings section, the findings obtained because of the analysis are

⁴ According to the data of the Ministry of Labour and Social Security 2022, the unionisation rate of workers in our country is 14.42%, while the unionisation rate of public officials is 73% (ÇSGB, 2022).

⁵ Digital unionism can be simply defined as "the use of ICTs in the conduct of union activities and the provision of services".

⁶ MTS can be used by branch presidents, branch board members and district presidents of Eğitim-Bir-Sen. MTS is a system that enables union executives to carry out digital activities such as membership transactions, reporting, identification, assignment, organising internal and external events, communication, etc.

included; under the heading of conclusions and recommendations, generalisable conclusions are drawn based on the findings, and in line with these results, it is tried to develop practical suggestions for unions to be taken into consideration in digital unionism activities.

2. THEORETICAL BACKGROUND

The industrial transformation process, which commenced in England at the conclusion of the 18th century with the Industrial Revolution, rapidly disseminated throughout Europe and North America. In this process, workers felt the need to organize to protect their rights and improve their working conditions, which were adversely affected by low wages, long working hours and poor working conditions. Consequently, the formation of the working class at the end of the 18th century, coinciding with the advent of industrial transformation, marked the inception of trade unionism. This phenomenon has been shaped by a complex interplay of economic, political, and social factors throughout history (Hyman, 2001).

During the 19th and 20th centuries, the number and influence of trade unions increased markedly, particularly in Europe and North America. This was accompanied by an increase in the struggles for labour rights and working conditions, which served to enhance the power and importance of trade unions. As the political and social power of the working class increased, so too did the influence of trade unions. This process contributed to the development of labour movements and the advancement of workers' rights. However, since the 1970s, the power of trade unions has diminished as a consequence of globalisation and alterations to the economic structure. This has resulted in a reduction in the social influence of trade unions and the importance of workers' rights, due to the intensifying international competition (Taş, 2012).

Consequently, the historical evolution of the trade union movement has been influenced by the circumstances of the working class, commencing with industrial transformation and the repercussions of economic, political and social developments. Since the Industrial Revolution, trade unions have existed with the purpose of defending workers' rights and improving working conditions. They have continued their activities by increasing or decreasing their influence in different periods. In the contemporary era, trade unions persist in their efforts to safeguard and advance labour rights, adapting to the evolving global economy and new social and political circumstances (Hyman, 2001).

Unionism movements in Turkey started in the 19th century with the emergence of workers' associations and organisations based on the principles of working-class rights and solidarity. With the establishment of the Republic, labour movements and unions became more visible and strengthened after the Second World War. In 1947, with the Law No. 5018, the legal basis for trade union organisation was established (Işıklı, 2002). The 1960 Constitution explicitly recognised the right to collective bargaining and the right to strike. The Labour Law adopted in 1963 and the Trade

Union Law enacted in 1967 contributed to the strengthening of unions and better protection of workers' rights. In the 1970s, the importance of unions increased and collective labour agreements became widespread (Yıldırım, 2019). However, after the military coup in 1980, trade union rights were restricted. In the 1990s and especially after the 2000s, important reforms were made on labour rights and trade union freedoms with the influence of the European Union harmonisation process (Taş, 2012).

However, although the emergence and development of unionism both in the world and in Turkey has been in the context of the private sector and under the carrier of unions, there is also a field called public sector unionism in the trade union literature that deals with the struggle of public employees in terms of trade union rights. In this context, public employee unionism emerged later than unionism worldwide and completed its organisation process later. The constitutional and legal protection of public employee unions started to be realized after World War II. Gaining momentum after World War II, public sector unionism spread rapidly in almost all of Europe towards the end of the 1970s and emerged as a general trend globally from 1990 onwards (Kocaoğlu, 2000). Public unionism in Turkey emerged in the second half of the 20th century in parallel with the world.

As can be understood from what has been said so far, important struggles have been fought in the context of unionism and trade union rights and many stages have been achieved. On the other hand, the legal, legislative and institutional agendas of yesterday have been replaced by new agenda items such as increasing interest and participation in trade union activities and finding ways to carry out trade union activities in the least costly but most efficient way. At this point, information technologies create an important opportunity for unions to develop solutions to these issues.

It is very important for unions to use information technologies in their management and organisation activities, in the services they provide for their members, in member-union communication methods and in the training, programs organized for union manage employees and members (Fiorito and Royle, 2005). On the other hand, the widespread use of information technologies in trade union activities and services enables unions to reach a wider membership base, to provide fast and effective information flow and to better protect their organisational interests (Templer and Solomon, 1988). Because the use of information systems in the events and activities organized by unions paves the way for the emergence of many added values such as reducing the costs of trade union activities, increasing productivity and establishing a more effective communication ground with members.

However, in order to achieve the desired outputs and expected benefits from digital unionism⁷ activities and practices, these digital unionism activities must first be recognised by the interlocutors and then used and/or adopted. Because even though unions transfer all their processes to the digital environment and utilise the

⁷ Unionism practices centered on information technologies.

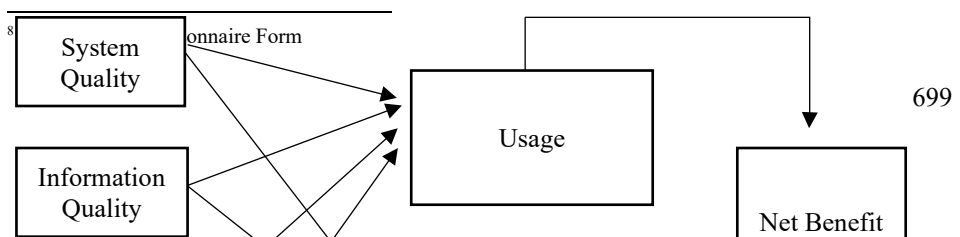
opportunities offered by information technologies, the objectives will not be achieved if both managers and members do not prefer or are not willing to use these platforms. Therefore, this study focuses on the adoption and success of digital unionism activities. In the literature review on Turkey, no adoption and/or success studies were found in the context of digital unionism. In addition, there is almost no academic study directly centered on digital unionism. This can be put forward as the unique aspect of this study and can be seen as an important step to overcome the deficiency in this field.

3. METHOD

In this study, it is aimed to determine the factors affecting the adoption and success of the MTS used by Eğitim-Bir-Sen while conducting trade union services. As of the date of the study, it was understood that there were 1824 union executives authorised to use the MTS. Based on Saruhan and Özdemirci (Saruhan and Özdemirci, 2020: 200) the number of sampling adequacy was calculated and it was understood that the sample number should be at least 129 people. In order to reach enough participants in the study, the voluntary sampling method was preferred and as a result, 150 questionnaire forms that were suitable for analysis and did not contain missing value were obtained.

Questionnaire technique was used as a data collection tool in the study⁸. The scale utilized in the study is based on the IS Success Model 2 scale of De Lone and McLean (2003) the IS Success Model 2 scale is a draft scale that does not contain questions/items and is based on explaining system success and adoption with information quality, system quality, service quality, intention to use, user satisfaction and net benefit criteria and sub-dimensions. System quality refers to characteristics such as performance, usability, and reliability. Information quality, on the other hand, encompasses attributes such as accuracy, relevance, clarity, and timeliness. Service quality pertains to the effectiveness of services supporting information systems. Usage describes how frequently and to what extent users engage with the information system. Satisfaction reflects how pleased users are with the system's functionality and performance. Lastly, net benefit refers to the outcomes and impacts of the information system's usage, particularly its influence on organizational performance and productivity. For this reason, the questions related to the scale utilized in the study and applied to the participants could not be accessed from the related study. Therefore, for the scale applied to the participants in the study, the scale adapted into Turkish by Gürses (2021) for measuring the adoption and success of information technologies in public organisations based on IS Success Model 2 was used. Based on the related scale, the research model in Figure 1 was established in the study.

Figure 1: Research Model



According to the research model in Figure 1, the following hypotheses were tested within the scope of the study:

System Quality refers to the technical performance, availability, reliability, response time, and overall functionality of an information system. System Quality plays a crucial role in users' adoption and utilization of information systems and serves as a key factor in evaluating and improving their success (Rai, Lang, & Welker, 2002). Usage refers to how frequently and extensively users engage with an information system. A user-friendly, well-designed, and reliable information system increases the likelihood of user adoption and continued engagement (Almutairi & Subramanian, 2005). The present study suggests a significant and positive relationship between System Quality and Usage.

H1: There is a positive and significant relationship between system quality (SQ) of MTS and MTS usage.

Information Quality is a criterion that evaluates the value of the content provided by an information system. Information systems with high information quality have been shown to facilitate improved and accelerated decision-making processes by offering users accurate, timely, clear, and relevant information (Seddon, 1997). Consequently, the utilisation of information systems is positively correlated with usage frequency, perceived benefits, and positive impacts on user habits (Petter, DeLone, & McLean, 2008). The present study posits that a significant and positive relationship exists between Information Quality and Usage.

H2: There is a positive and significant relationship between the information quality (IQ) of MTS and MTS usage.

Service quality is defined as the quality of technical support and services offered to users of information systems. In information systems with high service quality, users exhibit increased trust, extend their usage, and leverage the system more effectively in their professional activities (Pitt, Watson, & Kavan, 1995). Users naturally seek to derive greater value from information systems that provide superior service and support. The present study posits that a significant and positive relationship exists between service quality and usage.

H3: There is a positive and significant relationship between the service quality (ServQ) of MTS and MTS usage.

Education quality encompasses the activities provided to users regarding the information system and its utilisation. Providing education on system usage fosters user adoption and enhances proficiency. Education plays a crucial role in ensuring effective system utilization as it enables users to achieve desired outcomes with greater precision, efficiency, and expediency (Mohammadi, 2015); (Hassanzadeh, Kanaani, & Elahi, 2012). The present study hypothesizes that a substantial and positive relationship exists between the education quality and usage.

H4: There is a positive and significant relationship between the education quality (EQ) of MTS and MTS usage.

A high-quality information system should be designed with a clear understanding of user expectations, aiming to enhance ease of use and improve transaction efficiency and speed. User satisfaction is a key factor in determining the likelihood of users accepting, adopting, and continuing to use the system (Stacie & Ann, 2011). The present study hypothesizes that a significant and positive relationship exists between System Quality and Satisfaction.

H5: There is a positive and significant relationship between the system quality of MTS and satisfaction with MTS.

Information quality refers to the value of the information provided by information systems, encompassing factors such as accuracy, timeliness, relevance, and understandability. The hypothesis is that the higher the quality of information users obtain from information systems, and the more relevant it is to their work, the greater their satisfaction with the system and the higher the likelihood of adoption (Wu & Wang, 2006). This study hypothesizes that a significant and positive relationship exists between Information Quality and Satisfaction.

H6: There is a positive and significant relationship between the information quality of MTS and satisfaction with MTS.

High service quality helps users resolve issues with the system more quickly and effectively, meet their needs, and interact more efficiently with the system. This, in turn, enhances user satisfaction with the information system (Wang & Liao, 2008). Therefore, it is predicted that there is a significant and positive relationship between Service Quality and Satisfaction.

H7: There is a positive and significant relationship between the service quality of MTS and satisfaction with MTS.

Education quality refers to the elements that enhance users' experience with the information system and help them achieve their goals. When education quality is high, the value users derive from the usage process increases, which in turn enhances their satisfaction with the system (Mohammadi, 2015) (Hassanzadeh, Kanaani, & Elahi, 2012). The present study hypothesizes that a significant and positive relationship exists between Education Quality and Satisfaction.

H8: There is a positive and significant relationship between the education quality of MTS and satisfaction with MTS.

Net benefits refer to the tangible and intangible advantages users gain from the system, while usage reflects the extent of user interaction with the system. As net benefits increase, user satisfaction improves, encouraging continued usage. This plays a crucial role in the adoption and success of information systems. Designing and implementing successful information systems involves enhancing user engagement and maximising net benefits (Alzahrani, Mahmud, Ramayah, Alfarra, & Alalwan, 2017) (Halawi, Mcarthy, & Aronson, 2008). The study hypothesizes a significant and positive relationship between Net Benefits and Usage.

H9: There is a positive and significant relationship between the MTS usage (U) and the net benefit (NB) of MTS.

Net benefit refers to the tangible and measurable advantages that users gain from information systems. As user satisfaction increases, they are more likely to use the system frequently and maximise its benefits (Lin & Lee, 2007). The present study hypothesizes that a significant and positive relationship exists between Net Benefit and Satisfaction.

H10: There is a positive and significant relationship between satisfaction (Sat) with MTS and the net benefit of MTS.

4. FINDINGS

In the study, firstly, the participants' gender, age, position in the union, union management experience, frequency of system use, time spent in the system and system usage experience were included. Demographic information about the participants included in the study is shown in Table 1. When the relevant table is analysed, it is seen that there is a considerable difference between the proportion of women (5.7%) and men (94.3%) participating in the research. It should be stated immediately that the reason for this imbalance is that there are fewer women union executives than men. In terms of age groups, it is understood that most of the participants are in the 46-55 age group (48%), followed by the 36-45 age group with a rate of 32.6%. When the tasks undertaken by the participants in the union are taken into consideration, it is understood that the tasks are distributed relatively close to each other. When the union management experience is evaluated, it is understood that the participants with more than 8 years of experience (46.4%)

constitute approximately half of the total number of participants.

Table 1: Demographic Information on Participants

		Frequency	Percentage (%)			Frequency	Percentage (%)
Gender	Female	8	5,7	Position in the Union	Branch President	55	36,7
	Male	142	94,3		Branch Vice President	40	26,6
Age Groups	25-35	16	10,7		District President	55	36,7
	36-45	49	32,6	Union Management Experience	0-3 years	30	20
	46-55	72	48		3-5 years	9	6
	56+	13	8,7		5-8 years	43	28,7
					8 years +	68	45,3
				Total		150	100

Table 2 shows by the participants how many years have used MTS, how often they use it, and how long they use it during the day. As can be seen from the table, more than half of the participants (60%) have been using the system for more than 5 years. When the frequency of the participants' use of the MTS is analysed, it is understood that 34% of them use the system a few times a week and 28.6% use it every day. On the other hand, it is seen that most of the participants (82.7%) spend less than 30 minutes on the system. From this point of view, it can be stated that the system usage experience (in terms of years) of the participants is generally high, they use the system frequently, but they do not spend a long time on the system.

Table 2: Information on System Usage

		Frequency (n)	Percentage (%)
System Usage Experience	0-1 year	14	9,3
	1-3 years	27	18
	3-5 years	19	12,7
	5 years +	90	60
System Usage Frequency	Every day	43	28,6
	Several times a week	51	34
	No more than once a week	18	12
	Several times a month	25	16,7
	Maximum once a month	13	8,7
Time Spent in the System	Max. 15 minutes	60	40
	Between 15-30 min.	64	42,7
	Between 30 min. - 1 hour	19	12,7
	Between 1-2 hours	4	2,6
	More than 2 hours	3	2

The validity analysis for the scale used in the study was carried out by confirmatory factor analysis (CFA). In this context, the measurement model was prepared in accordance with the theory through AMOS program. Table 3 below shows the goodness of fit values for the measurement model.

Table 3: Goodness of Fit Criteria and Values of the Model

	CMIN/DF	CFI	TLI	IFI	SRMR	RMSEA
Acceptable Values	≤ 3	$\geq .90$	$\geq .90$	$\geq .90$	$\leq .10$	$\leq .08$
Values of the first model	2,650	,795	,780	,797	,082	,111
Values of the adjusted model	2,166	,901	,889	,902	,065	,092

Source: İlhan & Çetin, 2014.

It is seen that the goodness of fit values obtained from the model run with the available data are not within acceptable limits. At this stage, to bring the goodness of fit values to acceptable limits, firstly, the items with standardised regression coefficients lower than 0.8 were removed from the model (SQ9, IQ1, IQ4, IQ6, U1, U2, Sat3, Sat5,

Sat7, NB4). Afterwards, covariance was defined between some items based on the correction indices (Sat1-Sat2, ServQ1-ServQ2, ServQ6-ServQ7). In the current situation, it has been observed that CMIN/DF, CFI, IFI and SRMR values are among the acceptable goodness of fit values. After the goodness of fit values for the measurement model reached the expected level, the factor loads (standardized regression coefficients) of the items were checked. ⁹Table 4 shows the factor loads of the measurement model. According to this, it is understood that all factor loads are at the expected level.

Table 4: Standardized Regression Coefficients

Item	Coefficient	Item	Coefficient	Item	Coefficient
SQ1	0.822	ServQ1	0.841	U3	0.815
SQ2	0.872	ServQ2	0.855	U4	0.937
SQ3	0.898	ServQ3	0.889	U5	0.953
SQ4	0.825	ServQ4	0.931	Sat1	0.850
SQ5	0.873	ServQ5	0.941	Sat2	0.844
SQ6	0.858	ServQ6	0.818	Sat4	0.883
SQ7	0.864	ServQ7	0.867	Sat6	0.854
SQ8	0.835	ServQ8	0.822	NB1	0.937
IQ2	0.800	EQ1	0.901	NB2	0.969
IQ3	0.933	EQ2	0.893	NB3	0.832
IQ5	0.940	EQ3	0.939		
IQ7	0.917	EQ4	0.891		

Within the scope of reliability analysis, Cronbach's Alpha test was applied separately for the seven factors in the scale used in the study. A Cronbach's Alpha test result greater than 0.7 indicates that the reliability of the relevant factor is within acceptable limits (Saruhan and Özdemirci, 2020:235). Table 5 shows the Cronbach's Alpha values of the factors. Accordingly, the fact that all of the Alpha coefficients of the factors in the scale are greater than 0.9 means that the internal consistency of the scale used in the study is quite high.

Table 5: Cronbach's Alpha Test Results

FactorName	Item Count	Cronbach'sAlpha Value
System Quality	8	,954

⁹ Appendix 2: The model image produced by the Amos program is included.

Information Quality	4	,942
Service Quality	8	,962
Education Quality	4	,948
Usage	3	,926
Satisfaction	4	,926
Net Benefit	3	,933
Total	34	,971

Before proceeding with the hypothesis testing, the normality of the data was checked. The fact that the skewness and kurtosis values of the items in the scale are within ± 2 means that the data is suitable for normal distribution (see Garson, 2012). Since all values were within the expected range, it was understood that the data was normally distributed.

After it was understood that the measurement model was valid and reliable and that the data was normally distributed, the hypotheses were tested. Table 6 presents the hypothesis test findings¹⁰. When the variables affecting the usage factor are analysed, it is understood that service quality and education quality variables have a positive and significant relationship with usage; on the other hand, there is no significant relationship between system quality and information quality variables and usage. Accordingly, H3 and H4 are supported, while H1 and H2 are rejected. When the variables affecting usage are analysed in terms of t values, it is seen that both service quality (t: 2,86) and education quality (t: 2,78) are effective at almost the same level with very close values.

Table 6: Findings on Structural Relationships

Structural Relationships	Relationship Direction	Critical Ratio (t) Value	p Value	Conclusion
H1: System Quality → Usage	-	-2,770	0,005	Not supported.
H2: Information Quality → Usage	+	1,232	0,218	Not supported.
H3: Service Quality → Usage	+	2,863	0,004	Supported
H4: Education Quality → Usage	+	2,784	0,005	Supported
H5: System Quality → Satisfaction	+	5,003	< 0,001	Supported

¹⁰ While examining the table, it was decided whether the hypothesis was supported or not according to whether the direction of the relationship between the factors was positive or negative, the p value was less than 0.05 and the t value was greater than 1.96 in absolute value.

H6: Information Quality → Satisfaction	+	1,732	0,083	Not supported
H7: Service Quality → Satisfaction	+	1,676	0,094	Not supported
H8: Education Quality → Satisfaction	+	4,014	< 0,001	Supported
H9: Usage → Net Benefit	+	10,849	< 0,001	Supported
H10: Satisfaction → Net Benefit	+	4,178	< 0,001	Supported

When the variables affecting the satisfaction factor are analysed, it is seen that there is a positive and significant relationship between system quality and education quality variables and satisfaction; on the other hand, there is no significant relationship between the information quality and service quality variables and satisfaction. According to this, H5 and H8 are supported, while H6 and H7 are rejected. When the variables affecting satisfaction are analysed in terms of t values, it is revealed that system quality (t: 5,00) is more effective than education quality (t: 4,01).

Finally, when the variables affecting the net benefit factor are analysed, it is observed that both usage and satisfaction have a positive and significant relationship with net benefit. In other words, both H9 and H10 are supported. When its effect is evaluated in terms of t value, the usage variable (t: 10,85) is more effective than the satisfaction variable (t: 4,18).

CONCLUSIONS AND RECOMMENDATIONS

Unions must continuously develop and update their systems to perform their basic activities more effectively and efficiently. For this, unions need to deeply understand and analyze users' opinions and experiences. In this study, it is aimed to measure the adoption and success of digital unionism in public unionism, specifically the MTS used by Eğitim-Bir-Sen managers.

As a result of the analysis, it is understood that service quality and education quality have an effect on usage; system quality and education quality have an effect on user satisfaction; and usage and user satisfaction have an effect on shaping the net benefit. According to the findings it can be concluded that improvements in the service quality and training quality of the MTS will increase the use of the system, while improvements in the system quality and training quality will positively impact user satisfaction. On the other hand, as user satisfaction and usage increases, it can be concluded that the net benefit that users will obtain from the MTS will increase.

Therefore, unions that want to improve their digital union activities and get a return

on their investments need to regularly measure the adoption, satisfaction and success of digital union activities. Unions should regularly conduct surveys to assess user satisfaction and investigate the factors affecting the adoption and success of the system. Based on these surveys, the service provided should be evaluated and deficiencies should be identified, and improvements should be made.

Unions can carry out these processes through the research units established within their organisations or by using professional service procurement. By using the research unit to be established within the union or other methods mentioned above, the failing aspects of e- unionism services can be identified, necessary improvements can be made, supportive steps can be taken for the adoption and success of the system, and even strategies can be developed for new services to be put into use.

Finally, it should be stated that this study has some limitations. Considering that digital union services are used by all unions, the most important limitation of this study is that the study was conducted specifically for Eğitim-Bir-Sen. Another important limitation in this study is that it did not include all Eğitim-Bir-Sen members because the authority to use MTS was given only to managers. Therefore, these characteristics of the study should not be ignored when generalizing the results of this study.

KAMUDA DİJİTAL SENDİKACILIĞIN BENİMSENMESİ VE BAŞARISI: EĞİTİM-BİR-SEN ÖRNEĞİ

1. GİRİŞ

Bilgi ve iletişim teknolojilerinin (BİT) hızlı gelişimi, dünya genelinde pek çok sektörde olduğu gibi sendikacılık alanında da önemli dönüşümler meydana getirmiştir. Dijitalleşmenin hız kazanmasıyla birlikte, sendikaların temel işleyişlerinde ve faaliyetlerinde ciddi değişiklikler yaşanmıştır. Bu değişim, sendikaların daha etkin ve verimli bir şekilde faaliyet göstermelerini sağlarken, aynı zamanda üye yönetimi, hizmet sunumu ve iletişim süreçlerini de köklü bir biçimde dönüştürmüştür. Özellikle kamu sendikalarının artan üye sayılarıyla birlikte daha karmaşık organizasyon yapıları gerektirmesi, bu sendikaların dijitalleşmeye geçiş yapmasını zorunlu hale getirmiştir. Kamu sendikalarında e-sendikacılık uygulamalarının benimsenmesi, hizmet kalitesini artırmak ve yönetim süreçlerini daha verimli hale getirmek için önemli bir adım olarak kabul edilmektedir.

2. TEORİK ARKA PLAN

Sanayi Devrimi ile 18. yüzyılın sonunda İngiltere’de başlayan endüstriyel dönüşüm, Avrupa ve Kuzey Amerika’ya yayılmış ve işçileri olumsuz etkileyen çalışma koşulları nedeniyle sendikalaşma ihtiyacını doğurmuştur. 19. ve 20. yüzyıllarda sendikaların sayısı ve etkisi artarken, işçi hakları mücadelesi güçlenmiştir. Ancak 1970’lerden itibaren küreselleşme ve ekonomik değişimler, sendikaların gücünde azalmaya yol açmıştır. Tarih boyunca sendikalar, işçi haklarını savunmak ve çalışma koşullarını

iyileştirmek için var olmuş, günümüzde ise değişen küresel ve siyasi koşullara uyum sağlayarak bu çabalarını sürdürmektedir.

Sendikacılık, başlangıçta özel sektör işçilerinin hak mücadelesiyle başlamış, ancak zamanla kamu çalışanları da örgütlenmeye başlamıştır. Kamu sektörü sendikacılığı, II. Dünya Savaşı sonrası yaygınlaşmış ve 1990'larda küresel bir eğilim haline gelmiştir. Bugün sendikalar, verimliliği artırmak ve katılımı teşvik etmek için bilgi teknolojilerinden faydalanmaktadır. Ancak dijital sendikacılığın etkili olabilmesi için yöneticilerin ve üyelerin bu teknolojileri benimsemesi gerekmektedir.

3. YÖNTEM

Çalışmada Bilgi Sistemleri Başarı Modeli 2 (BSBM 2) temel alınmış ve hizmet kalitesi, sistem kalitesi, eğitim kalitesi ve bilgi kalitesi gibi faktörlerin sistem kullanımı ve net fayda üzerindeki etkileri araştırılmıştır.

Bilgi Sistemleri Başarı Modeli 2, bilgi sistemlerinin başarısını ölçmek amacıyla geliştirilen bir modeldir ve bu model kapsamında çeşitli kalite faktörlerinin sistem kullanımını ve kullanıcı memnuniyetini nasıl etkilediği incelenmektedir. Çalışmada dört temel kalite faktörü ele alınmıştır: hizmet kalitesi, sistem kalitesi, eğitim kalitesi ve bilgi kalitesi. Hizmet kalitesi, sendikanın sunduğu dijital hizmetlerin üyeler ve yöneticiler açısından ne derece tatmin edici olduğunu ifade ederken, sistem kalitesi sistemin teknik yeterliliklerini ve kullanılabilirliğini tanımlar. Eğitim kalitesi, kullanıcıların sistemi doğru ve etkin bir şekilde kullanabilmeleri için verilen eğitimlerin kalitesini ölçerken, bilgi kalitesi ise sistemde üretilen ve paylaşılan bilginin doğruluğu, güvenilirliği ve kullanılabilirliğini ifade eder.

4. BULGULAR

Yapılan analizler sonucunda, hizmet kalitesi ve eğitim kalitesinin sistem kullanımı üzerinde olumlu bir etkisi olduğu tespit edilmiştir. Eğitim-Bir-Sen yöneticilerinin ÜTS'yi daha etkili bir şekilde kullanabilmeleri için verilen eğitimlerin kalitesi, bu sistemin benimsenmesi açısından kritik bir rol oynamaktadır. Benzer şekilde, hizmet kalitesinin de kullanıcıların sistemi etkin bir şekilde kullanmalarını sağladığı görülmüştür. Eğitim ve hizmet kalitesi, kullanıcıların sistemi benimsemelerinde ve sistemin daha geniş bir kullanıcı tabanına ulaşmasında önemli bir etkiye sahiptir. Bunun yanı sıra, sistem kalitesi ve eğitim kalitesinin kullanıcı memnuniyeti üzerinde anlamlı bir etkisi olduğu saptanmıştır. Yöneticilerin ÜTS'yi kullanırken memnuniyet düzeylerinin yüksek olması, sistemin genel kalitesine ve verilen eğitimlerin yeterliliğine bağlıdır.

Araştırmanın bir diğer önemli bulgusu, sistem kullanımı ve kullanıcı memnuniyetinin net fayda üzerindeki doğrudan etkisidir. Sistem kullanımının artması ve kullanıcıların sistemden memnuniyet duyması, sendikal faaliyetlerin verimliliğini artırmakta ve genel olarak sendikanın başarısına olumlu katkıda bulunmaktadır. Net fayda, bir bilgi sisteminin kullanıcılarına ve organizasyona sağladığı toplam değeri ifade eder. Bu çalışma, Eğitim-Bir-Sen yöneticilerinin ÜTS'yi etkin bir şekilde kullanmalarının ve sistemden memnun kalmalarının, sendikal faaliyetlerin daha etkili bir şekilde yürütülmesine katkı sağladığını göstermektedir. Bu doğrultuda, dijital sendikacılık

faaliyetlerinin başarısında hizmet kalitesi, sistem kalitesi ve eğitim kalitesi gibi faktörlerin kritik rol oynadığı sonucuna ulaşılmıştır.

5. SONUÇ VE ÖNERİLER

Sonuç olarak, sendikaların dijitalleşme süreçlerinde başarılı olabilmeleri için bazı stratejik adımlar atmaları gerekmektedir. İlk olarak, sendikaların dijital sistemlerini sürekli olarak güncellemeleri ve geliştirmeleri gerekmektedir. Dijitalleşmenin hızla geliştiği günümüzde, sendikaların bu teknolojik gelişmelere ayak uydurabilmeleri ve üyelerine sundukları hizmetlerin kalitesini artırmaları büyük önem taşımaktadır. İkinci olarak, sendikaların kullanıcı memnuniyetini düzenli olarak ölçmeleri ve bu doğrultuda sistemlerini iyileştirmeleri gerekmektedir. Kullanıcıların sistemden memnun olmaları, sistemin etkin bir şekilde kullanılması için kritik bir faktördür. Son olarak, hizmet kalitesinin artırılması, sendikal faaliyetlerin verimliliğini artırmak için önemli bir unsurdur. Hizmet kalitesinin yüksek olması, kullanıcıların sistemi daha fazla kullanmalarına ve sendikanın genel performansını artırmalarına yardımcı olacaktır.

Bu çalışma, Türkiye'deki kamu sendikacılığında dijitalleşmenin benimsenmesi ve başarısına dair önemli bulgular sunmaktadır. Eğitim-Bir-Sen özelinde yapılan bu inceleme, sendikaların dijital araçları etkili bir şekilde kullanarak daha geniş bir üye tabanına ulaşabileceğini ve daha verimli hizmet sunabileceğini ortaya koymaktadır. Ayrıca, dijital sendikacılığın benimsenmesinde eğitim ve hizmet kalitesinin kritik bir öneme sahip olduğu vurgulanmaktadır. Bu nedenle, sendikaların eğitim programlarını ve hizmet sunumlarını sürekli olarak iyileştirmeleri ve dijitalleşme süreçlerinde bu faktörleri göz önünde bulundurarak yeni stratejiler geliştirmeleri önerilmektedir.

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KATKI ORANI / CONTRIBUTION RATE	AÇIKLAMA / EXPLANATION	KATKIDA BULUNANLAR / CONTRIBUTORS
Fikir veya Kavram / Idea or Notion	Araştırma hipotezini veya fikirini oluşturmak / Form the research hypothesis or idea	Erkan SUVEYDAS Fatih GÜRSES
Tasarım / Design	Yöntemi, ölçeği ve deseni tasarlamak / Designing method, scale and pattern	Erkan SUVEYDAS Fatih GÜRSES
Veri Toplama ve İşleme / Data Collecting and Processing	Verileri toplamak, düzenlenmek ve raporlamak / Collecting, organizing and reporting data	Erkan SUVEYDAS Fatih GÜRSES
Tartışma ve Yorum / Discussion and Interpretation	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / Taking responsibility in evaluating and finalizing the findings	Erkan SUVEYDAS Fatih GÜRSES
Literatür Taraması / Literature Review	Çalışma için gerekli literatürü taramak / Review the literature required for the study	Erkan SUVEYDAS