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ATTITUDINAL PATTERNS OF UNIONIZED
PUBLIC EMPLOYEES: AN
EMPIRICAL STUDY

DISSERTATION

Presented in Partial Fulfillment of the Requirements
for the Degree Doctor of Philosophy in the
Graduate School of The Ohio
State University

By

George Emery Biles, B.S., A.M.
//

* * * * *

The Ohio State University
1969

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CHAPTER I

INTRODUCTION

Public employee unions are a potentially powerful force on the American labor scene. Fortune, in an article describing the growth in membership of these unions states:

Government workers' unions, indeed, have become the dynamic sector of the labor movement. During the decade from 1956 to 1966, unions in private industry increased their membership by only 12%--less than the growth in private employment. But unions of federal, state, county, and municipal employees boosted their rolls by an astounding 88%. . . .¹

A Business Week article with a similar theme comments:

. . . lately public employee union membership has been rising at a rate of 1000 a day--without the intensive organizing that was necessary to recruit blue-collar workers in the late 1930's.²

¹Irwin Ross, "Those Newly Militant Government Workers," Fortune, 78 (August, 1968), p. 104.

²"Where Unions Have Most Growth Potential," Business Week (October 21, 1967), p. 77.

This article further states:

One out of 12 union members is now on a government payroll and the percentage is increasing. The greatest growth potential in unions today is among government employees--one out of six workers in the labor force is in the public sector.³

A table showing the growth of public employee union membership from 1956 until 1966, the latest year for which figures have been published, aptly dramatizes this trend.

TABLE 1
GROWTH TREND OF PUBLIC EMPLOYEE UNIONS

Year	Membership in Public Employee Unions	Unionized Public Employees as a Percentage of all Unionized Employees
1956	915,000	5.1
1958	1,035,000	5.8
1960	1,070,000	5.9
1962	1,225,000	7.0
1964	1,453,000	8.1
1966	1,717,000	9.0

Source: U.S. Department of Labor, Bureau of Labor Statistics, Handbook of Labor Statistics, 1968, Bulletin 1600 (Washington, D.C.: Government Printing Office, 1969), pp. 296-298.

³Ibid., p. 76.

Although the growth of public employee unions has already been rapid, an enormous potential for further rapid growth exists. As Professor Kassalow points out,

The proportion of union membership in government as against other sectors is rising, but it is still well behind what it might be if the density of membership were as high in government as in the private economy. . . . To put it another way, if government were as well unionized as manufacturing in the United States, the number of union members in the public sector would be more than 150 percent greater.⁴

This potential for continued growth confers an increasingly important role upon public unions relative to numbers of employees represented and to the development of mutually acceptable bargaining relationships with public employers.

Despite the growing importance of this segment of the labor movement, there has been little research into the attitudes held by members of their unions. Little substantiated knowledge exists about the hopes, aspirations, allegiances, and other attitudes of the unionized public employee. This lack of information becomes more critical as public employee unions grow

⁴Everett M. Kassalow, "Canadian and U.S. White-Collar Union Increases," Monthly Labor Review, 91 (July, 1968), pp. 41-45.

more militant. One has only to review the recent impasses of teachers in New York City; garbage collectors in Memphis, Tennessee; and hospital workers in Charleston, South Carolina; among others, to grasp the ramifications of such a lack of understanding. Little knowledge of membership attitudes coupled with increasing union militancy has led to misunderstandings, hostility, disruption of community services, and public dissatisfaction. Accordingly, it becomes increasingly important to make rigorous and in-depth analyses of various attitudes of unionized public employees.

There are a number of ways to acquire insight into public union member attitudes. One method is to analyze various attitudes through the use of an attitudinal survey. This sort of inquiry could be made even more effective were the attitudes to be surveyed similar to attitudes that have been scrutinized in the private sector. Private sector employee attitudes concerning many subjects have been thoroughly studied in the past and several consistent patterns have been found. Generally comparing the results of private sector studies with the attitudes found of employees in the public sector would be a logical and efficient method of analysis.

A number of a priori reasons exist, however, which indicate that public sector employee attitudes may, indeed, not be similar. Some of them are:

1. Public sector employees often have relatively generous provisions guarding against economic insecurity. Job descriptions, wage and salary scales, fringe benefits, retirement programs, and other such provisions are often statutory in nature. Usually the terms and conditions of employment are outlined in administrative law, and, at a minimum, have at least been established through precedent.

2. There exists a widely accepted notion that those who work for the public should not strike against the public.⁵

3. Perceptual differences among private and public sector employees as to the relative power balance between union and employer could affect employee attitudes. A public employee might perceive that the power structure and financial resources of the government as an employer would negate equal bargaining positions

⁵ Sterling D. Spero, Government as Employer (New York: Remsen Press, 1948), p. 4.

in negotiations. This type of attitude indicates that a public employee may perceive his union to be an ineffective instrument for attaining its desired goals.

4. Union-employer relationships have not matured in the public sector to the same degree that they have in the private sector.⁶ This could conceivably affect attitude patterns of public employees in that they may not feel confidence in existing collective bargaining relationships.

Research should therefore be undertaken to ascertain whether these a priori assumptions are fallacious or sound. If it can be shown that the attitudes of public employees are generally comparable to the attitudes of those employed in the private sector, then this implies that the immense body of knowledge which exists relative to private sector employees could also be extended to include individuals working in the public sector.

This study will attempt to see if certain well-documented and thoroughly substantiated attitudes

⁶Harry A. Donoian, "The AFGE and the AGSCME: Labor's Hope for the Future?," Labor Law Journal, XVIII (December, 1967), pp. 727-738.

held by private sector employees also characterize public employees. One of these attitudes is that which concerns an employee's allegiance to his union and employer.

William F. Whyte has written "the theory of dual allegiance is perhaps the most thoroughly demonstrated proposition that we have in human relations in industry."⁷

A second major set of attitudes to be analyzed are those which concern an employee's perception of the work group with which he may be associated.

Analysis of these attitudes will be accomplished by studying a selected group of unionized public employees. Once conclusions have been made and discussed, observations about their relation to earlier findings in the private sector will be made in Chapter VI, "Implications of Research."

Synopsis of Broad Objectives and Methods of Analysis

This introduction has observed that there are various reasons which might cause attitude patterns of public and private sector employees to differ. Because

⁷William Foote Whyte, Men at Work (Homewood, Illinois: The Dorsey Press and Richard D. Irwin, Inc., 1961), p. 295.

of the surging growth in public unionism, it should be clear to the most casual of observers that knowledge of these differences, if any do exist, should be acquired. Negotiation techniques and operating procedures developed for private sector employees will not satisfy public employees who possess different goals, aspirations, and attitudes. However, if there is little or no difference among these attitudinal dimensions, then this implies that the large body of knowledge concerning employee relations in the private sector will probably also be applicable to public sector employees.

Analysis of attitude patterns, for the purposes of this study, will take two forms.

1. Analysis of Allegiances toward Union and Employer. Allegiances can generally be categorized into a four cell paradigm (see Figure 1).

Studies in the private sector have substantiated this pattern of allegiances to union and employer. These studies have also shown that where union-employer relationships are considered to be hostile, unilateral allegiance or dual disallegiance occurs. In amiable or harmonious environments, dual allegiance generally is found.

		UNION ALLEGIANCE	
		<u>Favorable</u>	<u>Unfavorable</u>
EMPLOYER ALLEGIANCE	<u>Favorable</u>	Allegiance toward both employer and union; i.e., dual allegiance.	Pro-employer, Anti-union; i.e., unilateral allegiance.
	<u>Unfavorable</u>	Pro-union, Anti-employer; i.e., unilateral allegiance.	Anti-employer, Anti-union; i.e., dual disallegiance.

Fig. 1.--Allegiances toward union and employer

This study will analyze allegiance patterns of a selected group of unionized public employees.

2. Analysis of Employees' Perceptions of their Work Groups. Stogdill has conducted extensive studies concerning these perceptions in the private sector.⁸

⁸Ralph M. Stogdill, Individual Behavior and Group Achievement (New York: Oxford University Press, 1959), pp. 199-272; Team Achievement Under High Motivation (Columbus: Ohio State University Bureau of Business Research Monograph No. 113, 1963), pp. 1-92; Managers, Employees, Organizations (Columbus: Ohio State University Bureau of Business Research Monograph No. 125, 1965); "Work Group Descriptions, Manual of Directions" (Columbus: Ohio State University Bureau of Business Research, 1965), pp. 1-4. (Mimeographed.); "The Structure of Organization Behavior," Multivariate Behavioral Research, II (January, 1967), pp. 47-62; and "Basic Concepts for a Theory of Organization," Management Science, XIII (June, 1967), pp. 666-676.

This study will compare data for public employees with that uncovered by Stogdill in his previous studies.

The broad objective of this research therefore is to determine empirically attitude patterns of a selected group of public employees concerning their: (1) union allegiance; (2) employer allegiance; (3) dual allegiance; (4) dual disallegiance; and (5) work group perceptual characteristics.

The results of this empirical analysis will be considered applicable to those unionized public employees who participated in the study. Chapter VI, "Implications of Research," will discuss the implications and possible ramifications of these results. If comparison of the specific analysis of unionized public employee attitudes demonstrates marked similarities with various attitudes already known to exist among unionized private sector employees, then the implication is that public and private sector employees do not differ substantially in their attitudes toward their unions, employers, and work groups.

Summary

The preceding discussion can be summarized in the following diagram.

PUBLIC EMPLOYEE UNIONS

characterized by:

1. Rapid growth.
2. Little insight into individual member attitudes.

PUBLIC EMPLOYEE
ATTITUDES

1. Little knowledge exists concerning public employee attitudes.

PRIVATE EMPLOYEE ATTITUDES

1. A great deal of knowledge exists concerning private employees' attitudes.
2. The concept of dual allegiance enjoys wide support. In a harmonious environment, dual allegiance exists. In a hostile environment unilateral allegiance or dual disallegiance exists.
3. Private sector work group characteristics have been investigated and empirical results validated.

STEPS IN A STUDY OF UNIONIZED PUBLIC
EMPLOYEE ATTITUDE PATTERNS

1. Patterns of allegiance will be analyzed for a specific group of unionized public employees.
2. Perceptions of work group characteristics for this group of employees will also be analyzed.
3. Specific conclusions will be drawn for this group of unionized public employees as to their attitude patterns and work group perceptions.
4. Comments generalized from these conclusions will be discussed. General comparisons of private and public sector employee attitudes will be made.

Fig. 2.--Research Objectives Paradigm

CHAPTER II

SCOPE OF STUDY

Chapter I indicated in general terms the direction this study will take in order to attain its research objectives. Chapter II is addressed to the study's specific dimensions, constraints, and limitations.

Statement of the Problem

As has been indicated, one set of attitudes to be analyzed in this study is the unionized public employee's allegiances to his union and employer. Investigating allegiances to two such diverse institutions as these has been vigorously, albeit sporadically, researched in the private sector over the past two decades. One of the questions that researchers have attempted to answer is that concerning what is union and employer allegiance.

Purcell considers private sector employer allegiance to be "general satisfaction with the company as an institution", or "an attitude of favorability

toward the company as an institution", or "general approval of the company and its policies."¹

Purcell goes on to state that:

. . . the term allegiance does not mean complete satisfaction with every aspect of the company, with the pay, job, wage-incentive system, with plant leadership and foremen, with chances for advancement and opportunities for one's children, and general working conditions. . . . Dissatisfaction with some of the above categories is still compatible with a favorable attitude toward the company.²

Purcell defines union allegiance as "general satisfaction with the union as an institution", or "belief in the necessity for a union in the plant", or "approval of the union as an institution."³

Finally, he considers dual allegiance ". . . means acceptance of the company as an institution (and therefore acceptance of its existence and primary objectives), and acceptance of the union as an institution."⁴

¹Theodore V. Purcell, The Worker Speaks His Mind on Company and Union (Cambridge: Harvard University Press, 1953), pp. 77-78.

²Ibid., p. 77.

³Ibid., p. 145.

⁴Ibid., p. 264.

Other author's definitions have generally paralleled those of Father Purcell. Where differences exist, they are of degree rather than of kind. The Illini City Studies specify that company allegiance is allegiance to top management, the work force, employment conditions, the job and the union-management situation in general. A positive response to questions falling within these areas denotes private sector employer allegiance. Positive responses to various questions concerning unions indicate private sector union allegiance.⁵

England defines high morale as high employer allegiance. To assess union allegiance, England sought attitudes toward unionism in general and the local union situation.⁶

Wass equated employer allegiance to favorable feeling toward management in general. To determine union allegiance, Wass sought attitudes which were

⁵W. Ellison Chalmers, Labor-Management Relations in Illini City (Champaign: Institute of Labor and Industrial Relations, University of Illinois, Vol. II, 1954), pp. 31-58.

⁶George W. England, "Dual Allegiance to Company and Union," Personnel Administration, XXIII (March-April, 1960), pp. 20-25.

either for or against the basic need for a union.⁷

The thread of continuity which runs through every attempt to define employer or union allegiance is that of a "general acceptance" of each institution by employees. This conceptualization of "general acceptance" of union and employer as an institution does not vary substantially among authors.

Therefore, for the purposes of this study, similar conceptualizations of allegiance to employer and to union are made.

Union allegiance is considered to be general approval of the existence of the union, its goals and objectives, and the policies set forth to implement the objectives. In other words, union allegiance is general acceptance of the union as an institution. Employer allegiance is considered to be a favorable attitude toward general working conditions, a general acceptance of the employer-employee relationship, general approval of the terms and conditions of employment, and basic agreement with the policies of the employer. In short,

⁷ Donald Leo Wass, "The Relationship Between Attitudes Toward Union and Management" (unpublished Ph.D. dissertation, Purdue University, 1962).

employer allegiance is a general acceptance of the employer as an institution. Dual allegiance is a synthesis of these two attitudes. It can be considered to be a general approval of the existence, basic objectives, and overall policies of both union and employer. An employee exhibiting dual allegiance views the employment environment in its aggregative sense. Various favorable perceptions relating to the union and employer combine to form a favorable outlook toward the overall employment milieu. In concise terms, dual allegiance is the simultaneous general acceptance of both union and employer as institutions.

With the allegiance concept established, the problems to be analyzed in this study are:

1. Is there any measurable allegiance of a selected group of unionized public employees to their union, and to their employer? Does dual allegiance exist among them and is its measurement compatible with previous research?

2. Are there any measurable differences in these allegiances by this group of unionized public employees based upon individual classificatory variables?

3. Are there any measurable differences in these allegiances by this group of unionized public employees based upon their perceptions of:

- a) the harmony existing between union and employer;
- b) who the employer actually is; and
- c) the relative balance of power between union and employer?

4. What are some of the perceptions these unionized public employees hold concerning the characteristics of their work groups and are these perceptual characteristics compatible with previous research?

5. Are there any relationships between their work group perceptions and their allegiance measurements?

Relevant Research Relating to the Problem

An analysis of the research which deals with allegiance patterns in the private sector can best be depicted as shown in Figure 3.

	NON-UNION EMPLOYEES	UNION EMPLOYEES
<u>CONFLICT ENVIRONMENT</u> (i.e., strike, near-strike animosity, new union)	Supervisory: Waas (1962) Salaried: Waas (1962) Hourly: Waas (1962)	Supervisory: None Salaried: Paone (1960) England (1960) Hourly: LaPoint (1954) England (1960) Anderson (1955) Purcell (1953)
<u>HARMONIOUS ENVIRONMENT</u>	Supervisory: None Salaried: None	Supervisory: None Salaried and Hourly: Purcell (1960) Chalmers (1953, 1954) England (1960) Seidman, and others (1958) Rosen and Rosen (1955) Dean (1954) Miller and Rosen (1957) Gottlieb and Kerr (1950) Tannenbaum and Kahn (1958) Katz (1949)

Fig. 3.--Research concerning allegiance patterns toward employer and union in the private sector.^a

^aStudy titles can be found in the bibliography.

A brief review of each of these studies follows.

1. Conflict Environment, Non-Union Employees:

- a) Wass (1962):⁸ Wass studied blue-collar workers and a smaller group of white-collar workers in a metal parts manufacturing company. His research showed a significant inverse correlation of attitudes toward the union seeking representation and three different management levels, i.e., he found the existence of unilateral allegiance.

2. Conflict, Environment, Union Employees:

- a) Paone (1960):⁹ Paone studied an engineers' professional union. His conclusions were that 43 percent of the members had union allegiance and no company allegiance; 10 percent had company allegiance and no union allegiance; 38 percent had dual allegiance; and 9 percent had no

⁸Wass, "Relationship Between Attitudes."

⁹Francis X. Paone, "The Attitude Patterns of Unionized Professionals" (unpublished Ph.D. dissertation, Loyola University, 1960).

allegiance whatsoever to either company or union.

- b) England (1960):¹⁰ England's longitudinal study dealt with one professional craft union and one retail clerks local. The early portion of the study was taken during a strike vote while the latter portion was conducted six months later when the crisis had lessened somewhat. His results indicated that workers demonstrated a tendency toward unilateral allegiance.
- c) LaPoint (1954):¹¹ LaPoint showed that in an industrial blue-collar environment which is deeply split into hostile factions over union issues, the large majority of

¹⁰England, "Dual Allegiance."

¹¹John D. LaPoint, "Attitudes of Union and Non-union Workers Toward Union and Management" (unpublished master's thesis, University of Illinois, 1954).

employees demonstrated unilateral allegiance.

- d) Anderson (1955):¹² This study was a college economics course term project. Although there were only 38 respondents of the 73 surveyed, the overwhelming results indicated that unilateral allegiance existed in a small industrial plant during the period when a strike vote was being taken.
- e) Purcell (1953):¹³ Purcell drew the following conclusions about industrial blue-collar workers at Chicago's Swift and Company meat-packing plant during a period when relations between union members and the union leadership were tense: 73 percent expressed

¹²England, "Dual Allegiance," p. 21, citing L. C. Anderson, "A Study of Dual Allegiance" (unpublished research project for Economics 251, University of Minnesota, 1955), p. 25.

¹³Purcell, "Worker Speaks His Mind."

dual allegiance; 13 percent were favorable to the union but unfavorable to the company; 13 percent were favorable to the company but unfavorable to the union; one-half percent were neutral to both; and no one was unfavorable to both.

3. Harmonious Environment, Union Employees:

- a) Purcell (1960):¹⁴ Purcell's 1960 study was essentially an expansion of his 1953 study. Industrial, blue-collar workers at Swift and Company's Chicago, Kansas City, and East St. Louis plants were surveyed. The results were:
- (1) Chicago -- same as 1953 study.
 - (2) East St. Louis -- 99 percent of the members expressed dual allegiance; 1 percent were favorable to the union but

¹⁴Theodore V. Purcell, Blue Collar Man (Cambridge: Harvard University Press, 1960).

unfavorable to the company.

- (3) Kansas City -- 78 percent of the members expressed dual allegiance; 11 percent were favorable to the union but unfavorable to the company; 7 percent were favorable to the union and neutral to the company; and 4 percent were favorable to the company and neutral to the union.

- b) Chalmers (1953, 1954):^{15,16}

Chalmers focused on other areas in addition to dual allegiance. A general conclusion concerning employee allegiances is that if the union-company "climate" is "good", workers will generally express dual

¹⁵W. Ellison Chalmers, Labor-Management Relations in Illini City, Vol. I (Champaign: Institute of Labor and Industrial Relations, University of Illinois, 1953).

¹⁶Chalmers, Labor-Management Relations in Illini City, 1954.

allegiance. With any "climate" less than "good", dual allegiance will not be prevalent.

- c) Seidman, et al. (1958):¹⁷ Seidman and his colleagues studied four blue-collar industrial, one craft, and one white-collar local. The environments were mostly harmonious. The authors found a significant percentage of the membership expressing dual allegiance in five of the six locals. A general conclusion was that dual allegiance is very probable in American society.
- d) Rosen and Rosen (1955):¹⁸ The subjects in this book were members of one district in the International Association of Machinists. The authors

¹⁷ Joel Seidman, et al., The Worker Views His Union (Chicago: The University of Chicago Press, 1958).

¹⁸ Hjalmar Rosen and R. A. Hudson Rosen, The Union Member Speaks (New York: Prentice-Hall, Inc. 1955).

concluded that the district was largely representative of the union and the results should be generalized accordingly. Eighty-five percent of the respondents stated the company they worked for was a good place to work and 67 percent felt that their union was doing an overall good job.

- e) Dean (1954):¹⁹ Dean studied industrial blue-collar workers in three plants. The environment was very harmonious in one, arms length bargaining in another, and somewhat hostile in the third. She found high degrees of dual allegiance (she used the term "dual loyalty") in all three plants.

- f) Miller and Rosen (1957):²⁰ The

¹⁹Lois Dean, "Union Activity and Dual Loyalty," Industrial and Labor Relations Review, VII (July, 1954), pp. 526-536.

²⁰Glenn W. Miller and Ned Rosen, "Members Attitudes Toward the Shop Steward," Industrial and Labor Relations Review, X (July, 1967), pp. 516-531.

authors analyzed unskilled and semi-skilled industrial blue-collar workers' attitudes toward their shop steward. The results were that workers generally support unionism. Dual allegiance is possible, but, in the event of a strike, workers would most likely support their union.

g) Gottlieb and Kerr (1950):²¹ The authors found a $+ .74$ product-moment coefficient of correlation between attitudes favorable to the union and attitudes favorable to management among industrial blue-collar workers.

h) Tannenbaum and Kahn (1958):²² The authors found degrees of dual

²¹Bertram Gottlieb and Willard A. Kerr, "An Experiment in Industrial Harmony," Personnel Psychology, III (Winter, 1950), pp. 445-453.

²²Arnold S. Tannenbaum and Robert L. Kahn, Participation in Union Locals (Evanston, Illinois: Row, Peterson and Company, 1958).

allegiance on the part of both active and inactive union members composed of industrial, blue-collar workers.

- i) Katz (1949):²³ Katz demonstrated that industrial, blue-collar auto workers recognize the necessary interdependence of union and company. Accordingly, Katz concluded that dual allegiance would flourish in a cooperative union-company environment.

These private sector studies have found that cooperation between union and employer tends to structure worker attitudes along integrative rather than divisive lines. Where harmony exists, dual allegiance tends to exist. Where conflict is found, unilateral allegiance tends to be prevalent. Stagner's comments are pertinent here:

. . . the following generalization is based on

²³Daniel Katz, "The Attitude Survey Approach," in Psychology of Labor-Management Relations, ed. by Arthur Kornhauser (Champaign, Illinois: Industrial Relations Research Association, 1949), pp. 63-70.

the data now available. With a new union, or if a strong conflict situation exists, workers are pulled to one side or another. They can achieve some feeling of security only by aligning themselves with management or with the union. After the collective bargaining relationship has been established for some time, and after memories of hostilities have faded, dual allegiance becomes possible. Essentially, it is assumed to depend on a tendency for people to perceive a situation as a whole--to see the work situation, for example, as a unit rather than sharply differentiating the union role from the management role. . . . Apparently this psychological tendency will favor kinds of interactions moving towards harmonious industrial relations.²⁴

The bases for this generalization are results of studies with the private sector. The applicability of this generalization to the public sector must still be dealt with, however. A survey of the literature reveals no research regarding patterns of allegiance in the public sector. Father Purcell writes:

. . . as far as I know, there has been little research in this area with relevance to workers in the public employment sector. Hence, it would seem as though your proposed research would not be duplicating other research but would be breaking fresh ground. In general, I think we do need to get a

²⁴ Ross Stagner, The Psychology of Industrial Conflict (New York: John Wiley and Sons, 1956), pp. 402-403.

better understanding of the attitude of public employees.²⁵

Much research dealing with work group perceptual characteristics has been carried on by Stogdill. His work group descriptions yield subscores of work group cohesiveness, productivity, loyalty to the company, and drive and enthusiasm. Some of the relationships that Stogdill has shown from surveying the literature²⁶ and by conducting his own studies²⁷ are that:

1. productivity and drive tend to be positively related;
2. productivity and cohesiveness tend to be negatively related; and
3. drive and cohesiveness may be either positively or negatively related.

The perceptions of work groups tend to vary depending upon who the describer is; i.e., foremen, executives, or hourly employees. For hourly employees, for example, the means for each of the four descriptions

²⁵Letter from Theodore V. Purcell, S. J.; Director, Cambridge Center for Social Studies, Cambridge, Massachusetts, November 5, 1968.

²⁶Stogdill, Behavior and Group Achievement.

²⁷Stogdill, Managers, Employees, Organizations.

indicate favorable or highly favorable perceptions of each work group characteristic.²⁸ Although Professor Stogdill indicates there are no norms for these characteristics,²⁹ a general comparison of the results of this study and Stogdill's results just mentioned will be made to determine if work group characteristics are similarly intercorrelated and are likewise perceived as being favorable.

Assumptions

The following assumptions have been made for this study:

1. Employee attitudes can be effectively measured by a written questionnaire. This assumption is widely accepted and the techniques for its implementation are discussed by such authors as Edwards and Oppenheim.³⁰

2. The degree of conflict in a union-employer environment can be determined by ascertaining

²⁸Stogdill, "Manual of Descriptions," p. 4.

²⁹Ibid., p. 3.

³⁰Allen L. Edwards, Techniques of Attitude Scale Construction (New York: Appleton-Century-Crofts, Inc., 1957) and A. N. Oppenheim, Questionnaire Design and Attitude Measurement (New York: Basic Books, Inc., 1966).

respondents' perceptions of the employment environment. A major conclusion of the Wass study was that knowledge of a group's perception of the organizational climate, rather than more factual knowledge of existing harmonious or hostile labor-management relations, leads to more fruitful predictions of the relationships of attitudes toward union and employer.³¹

3. Respondents' answers concerning personal data will be sufficiently accurate to make further verification unnecessary.

Research Model

The hypotheses under analysis will be tested using the following three-staged research model³² (see Figures 4, 5, and 6).

Hypotheses

The following hypotheses are posed.

- I. A. A positive correlation exists between respondents' allegiances to their

³¹Wass, "Relationship Between Attitudes," pp. 54-56.

³²B. O. Smith, "A Concept of Teaching Teachers," Teachers' College Record, 61 (1960), pp. 229-241.

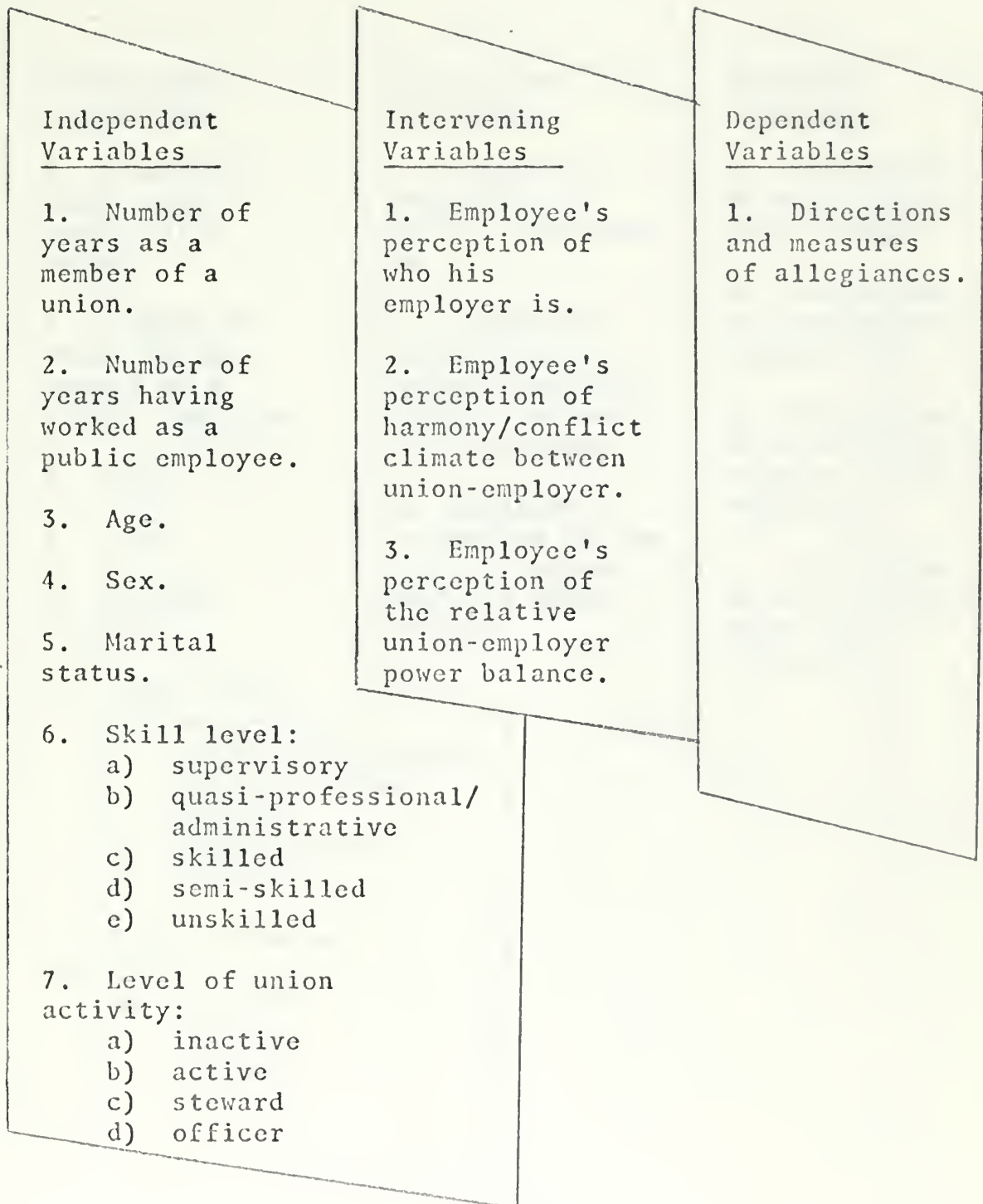


Fig. 4.--Research Model, Stage I

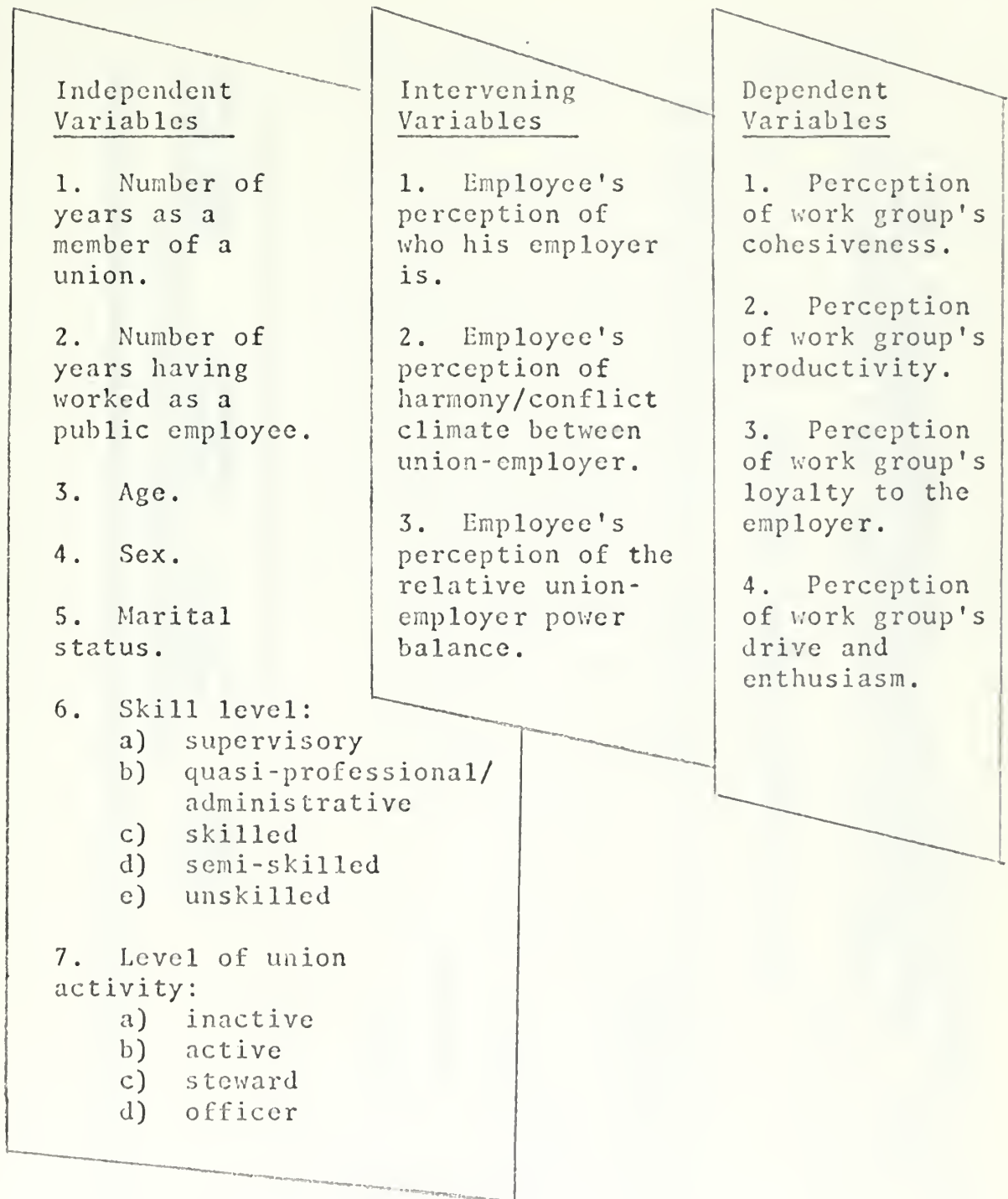


Fig. 5.--Research Model, Stage II

Perceptual Measures of Work Group		
Productivity	Cohesiveness	Loyalty to Employer
		Drive and Enthusiasm

Workers with:

1. dual allegiance
2. dual disallegiance
3. high union/low employer allegiance
4. high employer/low union allegiance

Fig. 6.--Research Model, Stage III^a

^aThis is an example of the representational model described by J. Berger, et al., Types of Formalization in Small Group Research (Boston: Houghton-Mifflin, 1962) and was used to make correlations among Stage I and Stage II dependent variables.

union and employer. This hypothesis is derived from the studies of Purcell, Chalmers, Dean, Gottlieb and Kerr, Rosen and Rosen, Miller and Rosen, Tannenbaum and Kahn, and Katz, all previously cited and described, which demonstrated this hypothesis to be true in the private sector.

II. A. Hypotheses relating to union allegiance:

1. A positive correlation exists between how long respondents have belonged to a union and their union allegiance. This hypothesis is based upon a statement made in the Seidman, et al. study. Seidman and his colleagues state that their interviews indicated a wide variety of factors influence a worker's view of unionism, including how long he has belonged to a union.³³

³³Seidman, et al., The Worker Views His Union, p. 241.

2. An inverse correlation exists between how long respondents have worked as public employees and their union allegiance. This hypothesis is derived from Purcell's 1960 study in which he demonstrated that a long service private sector employee exhibits lower union allegiance than does a short service employee.³⁴
3. An inverse correlation exists between respondents' ages and their union allegiance. This hypothesis is derived from the relationship existing between service as an employee and union allegiance which was reported by Purcell.³⁵ Because long service employees are also generally older employees, it appears to this author that there

³⁴Purcell, Blue Collar Man, p. 254.

³⁵Ibid.

is a distinct parallel between Purcell's results relating service and union allegiance with this study's hypothesis which relates age and union allegiance.

4. A higher proportion of male respondents exhibit union allegiance than females. This hypothesis is derived from Purcell's 1953 study in which he demonstrated that a higher proportion of male employees exhibited union allegiance than did females.³⁶
5. A higher proportion of married respondents exhibit union allegiance than unmarried ones. Tannenbaum and Kahn revealed in their study that in the private sector, there is a significant difference in union activity and marital status.³⁷

³⁶Purcell, "Worker Speaks His Mind," p. 146.

³⁷Tannenbaum and Kahn, Participation, p. 74.

It appears to this author that there is a distinct parallel between level of union activity and degree of union allegiance.

6. An inverse correlation exists between respondents' skill levels and their union allegiance. This hypothesis is based on results obtained in the Illini City study. It was found in this study that there was an inverse rank-order correlation coefficient between worker attitudes towards unions and skill level of the work force.³⁸
7. A positive correlation exists between respondents' union activity and their union allegiance. This hypothesis is derived from results obtained in the Dean study. Dean found that this relationship

³⁸Chalmers, Labor Management Relations, 1954, pp. 424-425.

was true in the private sector.³⁹

8. A positive correlation exists between respondents' perception of the union-employer relative power balance and their union allegiance. This hypothesis is based on results obtained in the Illini City study. It was found that relative bargaining strength of a union is an important determinant of union influence in the private sector.⁴⁰
9. A positive correlation exists between respondents' perception of union-employer harmony and their union allegiance. This hypothesis is based upon results obtained in the Illini City study. It was found that extent of union influence was an important determinant of attitudinal climate.⁴¹

³⁹Dean, "Activity and Loyalty," p. 536.

⁴⁰Chalmers, Labor Management Relations, 1954, p. 297.

⁴¹Ibid., p. 382.

10. Proportionally, a smaller number of respondents who perceive their employer to be the "foreman" have union allegiance than those who perceive their employer to have greater social distance, such as the city manager, or to be less tangible, such as the general public. It appears to this author that there is a parallel between this hypothesis and a finding of the Wass study that the perception of employer in the private sector was "middle management." The implication is that as the employer is perceived as being less personal, the union tends to assume an increasingly important role.⁴²

B. Hypotheses relating to employer allegiance:

1. An inverse correlation exists between how long respondents have belonged to

⁴²Wass, "Relationship Between Attitudes," pp. 64-69.

their union and their employer allegiance. This hypothesis is based upon a statement made in the Seidman, et al. study. Seidman and his colleagues state that their interviews indicated a wide variety of factors influence a worker's view of his union and employer, including how long he has belonged to a union.⁴³

2. A positive correlation exists between how long respondents have worked as public employees and their employer allegiance. This hypothesis is derived from Purcell's 1953 study in which he demonstrated that a long-service private sector employee exhibits higher employer allegiance than does a short-service employee.⁴⁴
3. A positive correlation exists between respondents' ages and their employer

⁴³Seidman, et al., The Worker Views His Union.

⁴⁴Purcell, "Worker Speaks His Mind," p. 79.

allegiance. This hypothesis is derived from the relationship existing between service as an employee and employer allegiance which was reported by Purcell.⁴⁵ Since long-service employees are also generally older employees, it appears to this author that there is a distinct parallel between Purcell's results relating service and employer allegiance with this study's hypothesis which relates age and employer allegiance.

4. A lower proportion of male respondents exhibit employer allegiance than females. This hypothesis is derived from Purcell's 1953 study in which he demonstrated that a lower proportion of male employees exhibited employer allegiance than did females.⁴⁶

⁴⁵Ibid.

⁴⁶Ibid.

5. A higher proportion of married respondents exhibit employer allegiance than unmarried ones. Purcell makes a statement that a number of variables, including marital status, could affect workers' attitudes toward their union and employer.⁴⁷
6. A positive correlation exists between respondents' skill levels and their employer allegiance. This hypothesis is based on results obtained in the Illini City study. It was found in this study that there was a positive and significant rank-order correlation coefficient between worker attitudes towards his company and the skill level of the work force.⁴⁸

⁴⁷ Ibid., p. 10.

⁴⁸ Chalmers, Labor Management Relations, 1954, pp. 424-425.

7. A positive correlation exists between respondents' union activity and their employer allegiance. This hypothesis is derived from results obtained in the Dean study. Dean found that this relationship was true in the private sector.⁴⁹
8. A positive correlation exists between respondents' perception of the union-employer relative power balance and their employer allegiance. This hypothesis is derived from the study conducted by Purcell in which he revealed that long-service employees tend to be generally satisfied with their employer and are generally opposed to striking when exercising union power.⁵⁰
9. A positive correlation exists between respondents' perception of

⁴⁹Dean, "Activity and Loyalty."

⁵⁰Purcell, Blue Collar Man, pp. 223-224.

union-employer harmony and their employer allegiance. This hypothesis is based upon results obtained in the Illini City study. These results revealed that employees who perceive that a harmonious attitudinal climate exists tend to give favorable reports about their company.⁵¹

10. Proportionally, a larger number of respondents who perceive their employer to be the "foreman" have employer allegiance than those who perceive the employer to have greater social distance, such as the city manager, or to be less tangible, such as the general public. It appears to this author that there is a parallel between this hypothesis and a finding of the Wass study that the perception of employer in the private sector was "middle-management."

⁵¹Chalmers, Labor Management Relations, 1954, pp. 52-54.

The implication is that as the employer becomes more impersonal, the level of allegiance to the employer decreases.⁵²

C. Hypotheses relating to dual allegiance:

1. An inverse correlation exists between how long respondents have belonged to a union and their dual allegiance. This hypothesis is derived from Purcell's 1953 study in which he demonstrated that long-service workers have relatively low levels of dual allegiance due to their general dissatisfaction with unionism.⁵³ It appears to this author that there is a parallel between length of membership in a union and length of service as a public employee. It is therefore felt that a relationship similar

⁵²Wass, "Relationship Between Attitudes."

⁵³Purcell, "Worker Speaks His Mind," pp. 263-269.

to the above hypothesis may be found.

2. An inverse correlation exists between how long respondents have worked as public employees and their dual allegiance. This hypothesis is derived from Purcell's 1953 study in which he demonstrated that long-service private sector employees exhibit lower levels of dual allegiance than do short-service employees.⁵⁴
3. An inverse correlation exists between respondents' ages and their dual allegiance. This hypothesis is derived from Purcell's 1953 study in which he demonstrated that long-service private sector employees exhibit lower levels of dual allegiance than short-service employees.⁵⁵ Since long-service

⁵⁴Ibid.

⁵⁵Ibid.

employees are also generally older employees, it appears to this author that there is a distinct parallel between Purcell's results relating service and dual allegiance with this study's hypothesis which relates age and dual allegiance.

4. A higher proportion of male respondents exhibit dual allegiance than females. This hypothesis is derived from Purcell's 1953 study in which he demonstrated that a higher proportion of male employees exhibited dual allegiance than did females.⁵⁶
5. A higher proportion of married respondents exhibit dual allegiance than unmarried ones. Purcell makes a statement that variables such as marital status could affect workers' attitudes toward their union and employer.⁵⁷ Tannenbaum and Kahn

⁵⁶Ibid.

⁵⁷Ibid., p. 79.

found a significantly higher proportion of active union members to be married than unmarried.⁵⁸ Assuming that a high level of union activity indicates a favorable attitude or allegiance to one's union, then marital status may also tend to affect dual allegiance in the same manner that it affects union allegiance.

6. A positive correlation exists between respondents' skill levels and their dual allegiance. This hypothesis is based on results obtained in the Illini City study. It was found in this study that foremen exhibited higher product-moment coefficients of correlation relative to satisfaction with union and employer than did rank and file workers.⁵⁹

⁵⁸Tannenbaum and Kahn, Participation, pp. 74-78.

⁵⁹Chalmers, Labor-Management Relations, 1954, p. 54.

7. A positive correlation exists between respondents' union activity and their dual allegiance. This hypothesis is derived from results obtained in the Dean study. Dean found that this relationship was true in the private sector.⁶⁰
8. A positive correlation exists between respondents' perception of the union-employer relative power balance and their dual allegiance. This hypothesis is based on results obtained in the Illini City study. It was found that a general relationship existed between attitudinal climate and employees' perception of the bargaining power of the union.⁶¹
9. A positive correlation exists between respondents' perception of union-employer harmony and their dual

⁶⁰Dean, "Activity and Loyalty."

⁶¹Chalmers, Labor-Management Relations, 1954, p. 241.

allegiance. This hypothesis is based on results obtained in the Illini City study. It was found that when employees were achieving their goals to a satisfactory extent, then they developed favorable attitudes toward their union and companies.⁶² It appears to this author that there is a parallel in this finding with this study's hypothesis relating perception of harmony to dual allegiance. If an employee is achieving his goals through the efforts of the union and under the auspices of his company, then it would seem that a harmonious climate, conducive to the existence of dual allegiance, would probably prevail.

10. Proportionally, a smaller number of respondents who perceive their employer to be the "supervisor/foreman"

⁶²Ibid., p. 260.

have dual allegiance than those who perceive the employer to have greater social distance, such as the City Manager, or to be less tangible, such as the general public. It appears to this author that there is a parallel between this hypothesis and a finding of the Wass study that the perception of employer in the private sector was "middle management."⁶³ The implication is that as the employer is perceived as being less personal, then the union tends to assume an increasingly important role in order to counteract a depersonalized management.

- III. A. Classificatory data, respondent perceptual data, and work group descriptions have hypothesized relationships as specified below. The author has phrased each as a null hypothesis, departing from the

⁶³Wass, "Relationship Between Attitudes."

format heretofore presented, since no known studies address themselves specifically to these hypotheses in the public sector.

1. No correlation exists between how long respondents have belonged to a union and their perceptions of work group:
 - a) cohesiveness,
 - b) productivity,
 - c) loyalty to employer, and
 - d) drive and enthusiasm.
2. No correlation exists between how long respondents have worked as public employees and their perceptions of work group:
 - a) cohesiveness,
 - b) productivity,
 - c) loyalty to employer, and
 - d) drive and enthusiasm.
3. No correlation exists between respondents' ages and their

perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

4. Proportionally, there is no difference in the responses of male and female respondents relative to their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

5. Proportionally, there is no difference in the responses of married and unmarried respondents relative to their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

6. No correlation exists between respondents' skill levels and their perceptions of work group:
 - a) cohesiveness,
 - b) productivity,
 - c) loyalty to employer, and
 - d) drive and enthusiasm.
7. No correlation exists between respondents' union activity and their perceptions of work group:
 - a) cohesiveness,
 - b) productivity,
 - c) loyalty to employer, and
 - d) drive and enthusiasm.
8. No correlation exists between respondents' perception of the union-employer relative power balance and their perceptions of work group:
 - a) cohesiveness,
 - b) productivity,
 - c) loyalty to employer, and
 - d) drive and enthusiasm.

9. No correlation exists between respondents' perception of union-employer harmony and their perceptions of work group:
 - a) cohesiveness,
 - b) productivity,
 - c) loyalty to employer, and
 - d) drive and enthusiasm.
10. Proportionally, there is no difference in who respondents perceive their employer to be and their perceptions of work group:
 - a) cohesiveness,
 - b) productivity,
 - c) loyalty to employer, and
 - d) drive and enthusiasm.
11. There are no significant inter-correlations among respondents' perceptions of work group:
 - a) cohesiveness,
 - b) productivity,
 - c) loyalty to employer, and
 - d) drive and enthusiasm.

IV. The null hypotheses stated below serve to relate hypothetically the dependent variables of allegiances with the dependent variables of work group descriptions:

A. No correlation exists between respondents who have dual allegiance and their perceptions of work group:

1. cohesiveness,
2. productivity,
3. loyalty to employer, and
4. drive and enthusiasm.

B. No correlation exists between respondents who have unilateral allegiance (i.e., high union allegiance and low employer allegiance) and their perceptions of work group:

1. cohesiveness,
2. productivity,
3. loyalty to employer, and
4. drive and enthusiasm.

C. No correlation exists between respondents who have unilateral allegiance (i.e., low union allegiance and high employer

allegiance) and their perceptions of work group:

1. cohesiveness,
2. productivity,
3. loyalty to employer, and
4. drive and enthusiasm.

D. No correlation exists between respondents who have dual disallegiance and their perceptions of work group:

1. cohesiveness,
2. productivity,
3. loyalty to employer, and
4. drive and enthusiasm.

Limitations of Study

This study embodies certain limitations as described below:

1. No outside grant was sought nor awarded for this research. The United States Navy did make available to the author some funds for typing services and postage costs. Accordingly, the study was limited in scope to that which could be undertaken within relatively meager financial constraints.

2. This study was conducted with selected members of one district council in the states of Ohio and Kentucky. The results of the study are generalizable to those who responded to the survey. Yet, a union expert (Mr. Thomas A. Morgan; Director, Council 8, Ohio Public Employees Union, AFSCME; union lobbyist; and a former director of organization for the AFSCME International) has advised the author that Council 51 is a typical, well-organized council of the international union. Therefore, without generalizing beyond the respondents, the implication that similarly structured and well-organized councils would encounter similar attitude patterns among its members as does District Council 8 is strong. If dual allegiance, for example, can be shown to exist among these public sector respondents, then this fact can be considered a compelling indication that dual allegiance exists among other state, county, and municipal employees who work elsewhere under similar environmental conditions. This, in turn, might lead one to surmise that non-federal public employees possess similar psychological characteristics as do private sector employees since they share the well established attitude of dual allegiance. Furthermore,

the respondents in the study, as subsequent chapters will reveal, bear general demographic similarities to the interviewees of, for example, Purcell's 1960 study.⁶⁴ Accordingly, one may assume that the respondents do not differ substantially from other public union members or from private sector unions of generally similar composition. Limitations of this study do not offer an opportunity to explore this assumption in greater detail, however. Therefore, although the specific results of this study are definitive of the survey respondents and must, perforce, be limited to them, a broad range of implications can be speculated about, many being eminently suitable for extensive further research.

3. There was no face-to-face interview with any of the respondents. Additionally, there were only two questions which could be considered "open-ended." It is just possible that some respondents would have replied differently in an interview situation or with greater latitude allowed for their responses.

4. Mailing addresses of respondents were provided by the Council 51 headquarters in Cincinnati, Ohio. Their mailing list is updated monthly by each

⁶⁴Purcell, Blue Collar Man, pp. 49-55.

local union. Yet, of 600 questionnaires mailed, 32, or approximately 5 percent, were returned to the sender with notations of "wrong address" or "moved, not forwardable". The Council 51 staff has informed the author that certain members purposely will not reveal their home address for various personal reasons. Being unable to contact this percentage of the selected sample could possibly lead to slightly biased findings.

CHAPTER III

RESEARCH SETTING AND METHODOLOGY

Research Setting

The population of this study is comprised of the membership of Cincinnati District Council 51, AFSCME, AFL-CIO. The unionized public employees who make up this population range in occupations from charwoman, to pharmacist, to water supply electrical engineer. In other words, it is highly heterogeneous in skill level, educational background, ethnic composition, wage scales, union experience, and residential locale. Perusing the list of 26 local unions (representing 28 separate categories of workers) which comprise the council membership offers some insight into the heterogeneous composition of this organization.

Local 190 Cincinnati Municipal Garage

and Lane Employees

Local 217 Cincinnati University and Hospital

Employees

- Local 223 Cincinnati Foremen-Supervisors -
Inspectors
- Local 232 Cincinnati Board of Education
Employees
- Local 237 Covington (Kentucky) City Employees
- Local 240 Cincinnati Municipal Employees
- Local 250 Cincinnati Public Works Employees
- Local 282 Cincinnati Zoological Society
Employees
- Local 286 Newport (Kentucky) City Employees
- Local 433 Hamilton County Employees
- Local 468 Hamilton City & Butler County
School Employees
- Local 475 Hamilton City Employees
- Local 678 Greater Louisville (Kentucky)
Public Employees
- Local 771 Ironton City Employees
- Local 777 Hamilton County Welfare Employees
- Local 856 Middletown City Employees
- Local 898 Cincinnati Workhouse Employees
- Local 905 Kenton County (Kentucky) Employees
- Local 1027 Cincinnati Metropolitan Housing
Authority Employees

Local 1039 Portsmouth City Employees

Local 1093 Hamilton County Municipalities
Employees

Local 1354 Scioto County Employees

Local 1531 Northern Kentucky Public Employees

Local 1543 Cincinnati Clerical-Technical-
Professional Employees

Local 1544 Hamilton County Road Employees

Local 1683 Louisville (Kentucky) Water
Company Employees

Sample

The total membership of Cincinnati District Council 51, as of March, 1969, was approximately 5,700. To determine an appropriate sample size, the following assumptions were made:

1. The major hypothesis being analyzed concerns measuring dual allegiance. As there are no studies which reveal what proportion of this population might possess the dual allegiance characteristic, it was determined that using Purcell's proportion of 0.73 would serve as a reasonable estimate.¹ The technique

¹Purcell, Worker Speaks His Mind, p. 263.

of estimation of proportions is considered statistically sound by Cochran.² Cochran also observes that since more than one characteristic is usually measured in a sample, the various calculations of proportions lead to a series of conflicting values of n , depending upon the desired degree of precision.³ Accordingly, it was concluded that the most meaningful proportion to use in this study would be that one which best characterized the major hypothesis.

2. The significance level used for this study is .05.

3. An assumption was made that the random sample proportion (p) would be normally distributed about the population proportion (P).⁴

4. A $\pm 5\%$ risk that $p = 0.73$ was inaccurate was considered acceptable due to cost considerations. A lesser percentage of risk would have substantially increased the sample size.⁵

²W. G. Cochran, Sampling Techniques (New York: John Wiley and Sons, 1954), p. 52.

³Ibid.

⁴Ibid., p. 54.

⁵Ibid., p. 52. (Cochran states ". . . the chosen value of n must be appraised to see whether it is consistent with the resources available to take the sample.")

Using these factors, it was then determined that if p equalling 0.73 was to be at the 95 percent confidence level, and if p is assumed to be normally distributed about P , then p will be in the range $\pm 1.96\delta_p$, apart from a 5 percent risk of error.⁶

$$\text{Therefore, since: } \delta_p = \frac{\sqrt{PQ}}{n}$$

$$\text{then } \pm 1.96 \frac{\sqrt{PQ}}{n} = .05;$$

rounding off, this becomes

$$\pm 2 \frac{\sqrt{PQ}}{n} = .05;$$

$$\text{or } n = \frac{4PQ}{.0025}.$$

Using the assumed $P = 0.73$ and $Q = (1-P) = 0.27$;

then:

$$n = \frac{4 \times 0.73 \times 0.27}{0.0025}$$

and

$$n = 315.$$

The finite population correction was ignored in this calculation since the sampling fraction $\frac{n}{N}$ did not exceed 5 percent. Cochran states that when this situation exists, no adjustment need be made.⁷

⁶ ibid., p. 51.

⁷ ibid.

The decision was then made to enlarge the required sample size of 315 to 600 so as to take into account the many probable non-respondents. Accordingly, 600 Council 51 members were chosen from the District Council central membership roster by simple random selection using tables of random numbers. This procedure consisted of assigning consecutive membership numbers to the entire membership of the Council. The random numbers were then extracted from a random number table and converted to names and addresses.⁸ Although this procedure was quite laborious, it nevertheless assured complete randomization in respondent selection.

Instrument Design

The questionnaire was developed as follows:

1. A thorough review of the literature pertaining to employee attitude patterns and work group descriptions was made.
2. A number of previously used questionnaires were carefully reviewed. Three were found appropriate

⁸R. A. Fisher and F. Yates, Statistical Tables for Biological, Agricultural, and Medical Research (London: Oliver and Boyd, 1938), p. 87.

for use as a basis for construction of an instrument suitable for this study. These were:

a) Employee Attitudes Toward Company⁹

This questionnaire describes private sector employee attitudes toward their companies. The split-half reliability of this instrument is 0.92. Each of its items was screened for face validity, brevity, communicability, maximum range of difficulty, and internal consistency. King reports that the items are heavily loaded on a general factor which he interprets as representing the employees' general attitude or bias toward their company.¹⁰ Shaw and Wright comment "this scale seems a valid

⁹D. C. King, "A Multiplant Factor Analysis of Employees' Attitudes Toward Their Company," Journal of Applied Psychology, 44 (1960), pp. 241-243.

¹⁰Permission has been received from the American Psychological Association to use and quote this questionnaire, or parts thereof.

and reliable method of assessing employee attitudes."¹¹

b) Employee Attitudes Toward Union¹²

This questionnaire was devised by the University of Minnesota Industrial Relations Center. Its combined split-half reliability coefficient for the various included measurements is 0.96.¹³

Shaw and Wright state

This is a relatively valid and reliable instrument for assessing the attitudes of union members toward various facets of unions. However, the phrasing of the questions restricts its use to samples of union members . . . ¹⁴

¹¹Marvin E. Shaw and Jack M. Wright, Scales for the Measurement of Attitudes (New York: McGraw-Hill Book Company, 1967), p. 536.

¹²Walter H. Uphoff and M. D. Dunnette, Understanding the Union Member (Minneapolis: University of Minneapolis Press, 1956), pp. 19-22.

¹³Permission has been received from the University of Minnesota IRC to use this instrument, or parts thereof.

¹⁴Shaw and Wright, Measurement of Attitudes, p. 527.

c) Work Group Descriptions¹⁵

This questionnaire was devised by Stogdill. The reliabilities for the four sub-scales using Kuder-Richardson (Formula 8) reliability coefficients are high enough to be useful for research purposes.¹⁶ Stogdill reports significant correlations between these scales and various measures of supervisory behavior and employee satisfaction.¹⁷

Using the above questionnaires as a skeletal outline, representative questions were then selected for administering to unionized public employees. Due to the vocational and socio-economic character of a number of the respondents, the final questionnaire needed to combine brevity with simplicity. Accordingly, a severe reduction in length and substantial changes in terminology modified these instruments considerably.

¹⁵Stogdill, "Manual of Descriptions."

¹⁶Ibid., p. 2.

¹⁷Stogdill, Managers, Employers, Organizations, p. 28.

It was therefore decided that the new questionnaire should be submitted to a panel of expert judges so that opinions as to applicability, understandability, unidimensionality, face validity, communicability, and range of difficulty could be obtained. The questionnaire was thereupon forwarded to the staff of Council 8, AFSCME; staff of Council 51, AFSCME; and each local president of Council 51, AFSCME for their review. Negative comments were solicited. The panel of judges subsequently endorsed the questionnaire and it was then prepared for mailing.

Operational Definitions

1. Union Allegiance: This definition is made operational by questions 2, 8, 10, 20, 29, 30, and 33 of the Union Attitude Survey administered to the respondents.¹⁸

2. Employer Allegiance: This definition is made operational by questions 5, 12, 15, 17, 19, 27, and 32 of the survey.

3. Union: For the purposes of this study, the union is one of the twenty-six locals of Cincinnati

¹⁸See Appendix A for a listing of all Union Attitude Survey questions.

District Council 51; American Federation of State, County, and Municipal Employees; AFL-CIO. This council embraces the geographical area of southern Ohio and northern Kentucky. The largest municipalities in the council's jurisdiction are Cincinnati, Hamilton, Ironton, Reading, Portsmouth, and Middletown, Ohio; Newport, Louisville, Covington, Crittenden, and Bromley, Kentucky.

4. Employer: The institution; whether it is an individual, an agency or department, the general public, or something else; which the unionized public employee perceives as representing his actual employer.

The definitions which follow are similar to those used by Stogdill.¹⁹

5. Work Group Cohesiveness: A unionized public employee's perception of the inter-member harmony and mutual support among members of his work group. This factor is made operational by questions 13, 21, 22, and 25.

6. Work Group Productivity: A unionized public employee's perception of the changes in the goal

¹⁹Stogdill, "Basic Concepts," pp. 673-674 and "The Structure," p. 47.

expectancy and goal achievement values of his work group. This factor is made operational by questions 14, 16, 23, and 26.

7. Work Group Loyalty to the Employer: A unionized public employee's perception of the degree his work group is loyal to, and therefore supportive of, his employer so that the structure and operational integrity of the employer is maintained when placed under conditions of stress. This factor is made operational by questions 6, 7, 9, and 28.

8. Work Group Drive and Enthusiasm: A unionized public employee's perception of his work group's morale or freedom of action. This drive and enthusiasm is not necessarily channelled into attaining the goals of the larger organization; indeed, the energy expended may be directed into competing or contradictory activities. This factor is made operational by questions 1, 3, 11, and 18.

The definitions of quasi-professional/administrative, supervisory, skilled, semi-skilled, and unskilled workers were derived from three

sources: Dictionary of Occupational Titles,²⁰ 1969 Salary Schedule for the City of Cincinnati, Ohio,²¹ and an expert panel of judges. Definitions of each of these skill levels and an example follow:

9. Unskilled Workers: a) Levels of 1 and 2 of the General Educational Development (Reasoning Development column) where:²²

Level 1 = Apply common sense understanding to carry out simple one- or two-step instructions. Deal with standardized situations with

²⁰U.S. Department of Labor, U.S. Employment Service, Dictionary of Occupational Titles: 1965; Vol. I, Definitions of Titles (3rd ed.; Washington, D.C.: U.S. Government Printing Office, 1965); Selected Characteristics of Occupations (Physical Demands, Working Conditions, Training Time). A Supplement to the Dictionary of Occupational Titles (3rd ed.; Washington, D.C.: U.S. Government Printing Office, 1966); and Dictionary of Occupational Titles: 1965, Vol. II, Occupational Classifications (3rd ed.; Washington, D.C.: U.S. Government Printing Office, 1965).

²¹City of Cincinnati Civil Service Commission and Department of Personnel, 1969 Salary Schedule (Cincinnati, Ohio: City of Cincinnati Department of Personnel, January 26, 1969).

²³U.S. Department of Labor, Selected Characteristics, p. A6.

occasional or no variables in
or from these situations
encountered on the job.

Level 2 = Apply common sense understanding
to carry out detailed but
uninvolved written or oral
instructions. Deal with
problems involving a few
concrete variables in or from
standardized situations.

b) Levels 1, 2, and 3 of the Specific
Vocational Preparation (SVP) required of a worker to
perform the duties of a particular job where:

Level 1 = Short demonstration only

Level 2 = Short demonstration to 30 days

Level 3 = 30 days to 3 months.

c) Salary is less than \$6000.00 pa. This
salary constraint was disregarded in certain instances
where expert judgement prevailed. For example, a
Licensed Practical Nurse (LPN), City of Cincinnati, earns
a minimum of \$5327.00 and a maximum of \$5812.00 pa.²³

²³City of Cincinnati, Salary Schedule, p. 12.

It was determined that a LPN should not be classified as an unskilled worker as her salary would prescribe but rather as a quasi-professional because of fairly extensive training and educational requirements.

10. Semi-skilled Workers: a) Levels 3 and 4 of the GED where:

Level 3 = Apply common sense understanding to carry out instructions furnished in written, oral, or diagrammatic form. Deal with problems involving several concrete variables in or from standardized situations.

Level 4 = Apply principles of rational systems to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Interpret a variety of instructions furnished in written, oral, diagrammatic, or schedule form.

b) Levels 4, 5, and 6 of the SVP required of a worker to perform a particular job where:

Level 4 = 3 to 6 months

Level 5 = 6 months to 1 year

Level 6 = 1 to 2 years

c) Salary is greater than \$6000.00 pa. but less than \$7500.00 pa. Again, this was not an ironclad constraint where expert judgement prevailed.

11. Skilled Workers: a) Levels 5 and 6 of the GED where:

Level 5 = Apply principles of logical or scientific thinking to define problems, collect data, establish facts, and draw valid conclusions. Interpret an extensive variety of technical instructions, in books, manuals, and mathematical or diagrammatic form. Deal with several abstract and concrete variables.

Level 6 = Apply principles of logical or scientific thinking to a wide range of intellectual and

practical problems. Deal with nonverbal symbolism (formulas, scientific equations, graphs, musical notes, etc.) in its most difficult phases. Deal with a variety of abstract and concrete variables. Apprehend the most abstruse classes of concepts.

b) Levels 7, 8, and 9 of the SVP required of a worker to perform the duties of a particular job where:

Level 7 = 2 to 4 years

Level 8 = 4 to 10 years

Level 9 = over 10 years.

c) Salary is greater than \$7500.00 pa. As before, this salary constraint was used as a rough guide.

12. Quasi-Professional/Administrative Workers:

a) Job titles that fall within occupational group arrangements codes 0 and 1 (professional, technical, and managerial occupations), or code 2 (clerical and sales occupations) of the D.O.T.²⁴

²⁴U.S. Department of Labor, Dictionary, I, p. xvii.

b) Salary was not considered as a classificatory criterion for this category of worker.

13. Supervisory Worker: a) Any job title that has as its last three job code digits the following notations was classified as supervisory: .118, .128, .130, .131, .132, .133, .134, .137, .168.

b) Salary was not considered as a classificatory criterion for this category of worker.

An example of how one particular job was classified should clarify the procedure used. If a respondent classified herself as a cleaning girl, maid, cleaning woman, matron, scrub-woman, etc.; the job title charwoman was assigned. D.O.T. Volume I was consulted and the charwoman D.O.T. code was found to be 381.887. The D.O.T. Supplement was then referred to and for that job code, the GED and SVP codes are both at Level 2.²⁵ These codes caused the respondent to be placed initially into an unskilled category using the definitions previously assigned. Then the Cincinnati Salary Schedule was consulted and the salary for a charwoman was found to range between \$3790.00 and

²⁵U.S. Department of Labor, Selected Characteristics, p. 64.

\$4398.00 pa. This, according to the definitions assigned, placed the respondent into an unskilled category.

Finally, the tentative classification of "unskilled" which had been assigned to the respondent was submitted to a panel of expert judges. These individuals consisted of staff personnel of Cincinnati District Council 51. Once the judges confirmed the tentative classification, then the job title charwoman was permanently assigned an unskilled rating.

Levels of union activity were defined as follows:²⁶

14. Inactive Union Member: those respondents who marked either or both of the first two blanks.

15. Active Union Member: those respondents who marked any or all of blanks three through five.

16. Union Steward: those respondents who marked blank number nine.

17. Union Official: those respondents who marked any or all of blanks six through eight and ten through eleven. Where a conflict existed between being classified as a union official or union steward, union official took precedence.

²⁶Refer to question 42 of the Union Attitude Survey, Appendix A.

As can be seen, the above categories are not mutually exclusive.

Survey Methodology

The initial contact for this study of attitude patterns of unionized public employees was made with Mr. Thomas A. Morgan; Director, Council 8; Ohio Public Employees Union; and a former Director of Organization for the AFSCME International. Mr. Morgan contacted Mr. Al Van Hagen; Director, Cincinnati District Council 51, AFSCME, AFL-CIO whose headquarters are in Cincinnati, Ohio. The resulting correspondence between the author and Mr. Van Hagen is reproduced in Appendixes B and C.

A conference held on February 11, 1969, revealed that although the proposed study was satisfactory to the District Council staff, it nevertheless would have to be submitted to the monthly meeting of the Council executive board and Council delegates on February 24. Accordingly, the author met with approximately 120 local union officers, delegates, and the executive board in Cincinnati, Ohio, on that date, giving the talk reproduced in Appendix D.

This governing body then voted on the proposal and passed a resolution granting authority for the study to be conducted. The constraints on this approval were:

1. under no circumstances were any member's names and addresses to be removed from the District Council headquarters; and

2. all mailing was to be done from the headquarter's office.

Information about the study was promulgated by local union officers to their locals and district council sanction of the study was provided on the covering letters for the Union Attitude Survey.²⁷

The author then selected random numbers from Table VI of Fisher and Yates⁷⁰ and randomly selected the 600 respondents. Names and addresses were transcribed upon mailing labels. These labels were affixed to 6½" x 9½" manila envelopes. Within each manila envelope was inserted one Union Attitude Survey and one 4" x 9½" white, pre-addressed, pre-stamped envelope. Metered first-class mail was used, using the council office

²⁷See Appendixes E and F.

²⁸Fisher and Yates, Statistical Tables.

postage meter machine. The machine's ad "The Union for Public Employees" was transcribed on both envelopes in large green block letters. The return address was rubber-stamped on both envelopes, using the following address:

Union Attitude Survey
Ohio State University
2801 Snouffer Road
Worhtington, Ohio 43085

Control numbers were assigned to each respondent so that proper follow-ups could be made.

The first mailing occurred March 13, 1969. A follow-up letter²⁹ was mailed on March 25, 1969. Another Union Attitude Survey with a modified cover letter was posted on April 4, 1969. Table 2 indicates the response rates. This table shows that of:

600 original addresses,
41 had to be eliminated from the sample
_____ for the reasons indicated, which left
559 possible respondents.

Since 279 members responded, this yielded a 50 percent response rate, rounded to the nearest whole number.

The respondent data was then coded and punched into cards for use with the computer programs BMD08D,

²⁹ See Appendix G.

BMD02S, and BMD02D on the IBM 360/75 and 7094 computers
at The Ohio State University.

TABLE 2

UNION ATTITUDE SURVEY RESPONSE RATES

Inclusive Dates	Usable Responses Returned	Usable Responses Returned Too Late To Use	Returned Wrong Address	Returned Blank	Returned Illegible Or Otherwise Unusable
3/15/69 to 3/27/69 (returns from first mailing)	117	0	18	0	4
3/28/69 to 4/5/69 (returns from first follow-up)	54	0	7	0	1
4/6/69 to 4/29/69 (returns from second follow-up)	105	3	7	1	3
Total	276	3	32	1	8

CHAPTER IV

DATA ANALYSIS

Methods of Analysis

Non-Respondent Bias

Oppenheim indicates that late responding survey respondents have characteristics that ". . . are roughly similar to non-respondents."¹ He observes:

. . . It seems a general rule that the more interested, or concerned, recipients will reply both earlier within the (response) waves and in earlier waves . . .

However, Scott, who has compiled an exhaustive review of the literature concerning survey mailing techniques, comments:

Clearly, [this type of general rule] is not so well substantiated as to provide a reliable test of the presence or absence of non-response bias; on the other hand, if results must be used from a survey whose response rates are modest, the surveyor will probably be wise to estimate the population figure by extrapolation of the

¹Oppenheim, Questionnaire Design, p. 34.

early/late bias; the estimate should improve the accuracy of the survey results more often than not.²

In order to determine if the respondents in this study were representative of the sample, the author coded those individuals who responded very early and very late in the designated response time frame. Four demographic characteristics were compared, as indicated in Tables 3, 4, 5, and 6. A t-test, using the standard formula:

$$t = \frac{\bar{x} - \bar{y}}{\frac{\sqrt{\delta_x^2 + \delta_y^2}}{n_x + n_y - 2} \frac{n_x + n_y}{n_x n_y}}$$

was applied to the means of these data in order to ascertain whether any differences existed among them.³

As can be seen in Tables 3 through 6, the early and late respondents do not possess statistically significant differences among the various characteristics analyzed.

²Christopher Scott, "Research on Mail Surveys," Journal of the Royal Statistical Society, 124-2 (Series A, 1961), p. 164.

³Edwin L. Crow, Frances A. Davis, and Margaret W. Maxfield, Statistics Manual (New York: Dover Publications, Inc., 1960), pp. 53-54.

TABLE 3

A COMPARISON OF EARLY AND LATE RESPONDENTS
RELATIVE TO HOW MANY YEARS SPENT AS A
MEMBER OF A UNION

How Many Years Spent as a Member of a Union	Early Respondents	Late Respondents
More than 30 (4)	33	48
20-29 (3)	35	27
10-19 (2)	15	9
0-9 (1)	4	3
Total	87	87
Mean	3.11	3.38

Difference (Mean early - Mean late) = -0.28

Standard Error of the Difference = 0.51

t = -0.55

The t test is not significant.

TABLE 4
 A COMPARISON OF EARLY AND LATE RESPONDENTS
 RELATIVE TO HOW MANY YEARS SPENT WORKING
 AS A PUBLIC EMPLOYEE

How Many Years Spent Working as a Public Employee	Early Respondents	Late Respondents
More than 30 (4)	2	4
20-29 (3)	14	10
10-19 (2)	43	27
0-9 (1)	29	46
Total	87	87
Mean	1.90	1.68

Difference (Mean early - Mean late) = 0.22

Standard Error of the Difference = 0.30

t = 0.74

The t test is not significant.

TABLE 5
A COMPARISON OF EARLY AND LATE RESPONDENTS
RELATIVE TO THEIR AGES

Ages of Respondents	Early Respondent	Late Respondent
More than 50 (4)	36	26
40-49 (3)	29	24
30-39 (2)	20	22
29 or Less (1)	2	15
Total	87	87
Mean	3.14	2.70

Difference (Mean early - Mean late) = 0.44

Standard Error of Difference = 0.47

t = 0.94

The t test is not significant.

TABLE 6

A COMPARISON OF EARLY AND LATE RESPONDENTS
RELATIVE TO THEIR UNION ACTIVITY

Union Activity	Early Respondents	Late Respondents
Union Officers (4)	17	11
Stewards (3)	9	2
Actives (2)	42	49
Inactives (1)	19	25
Total	87	87
Mean	2.28	1.99

Difference (Mean early - Mean late) = 0.29

Standard Error of Difference = 0.36

t = 0.81

The t test is not significant.

The implication of this is that non-respondents are probably not different from the respondents. Accordingly, the conclusion is made from these data that respondent bias does not exist to any substantial degree.

Statistical Tests for Testing Hypotheses

Two tests were employed for testing hypotheses:

One test consisted of the product moment coefficient of correlation and is designated by "r".

The formula used for calculating r was

$$r = \frac{n\sum_{xy} - \sum_x \sum_y}{\sqrt{[n\sum_x^2 - (\sum_x)^2] [n\sum_y^2 - (\sum_y)^2]}}$$

where n = number of respondents, and

x and y = values of categories along the x, y axes.⁴

The other test consisted of the "Chi-Square test of independence in contingency tables" as described by Garrett.⁵ Independence values were calculated for each cell in the contingency tables. These values

⁴Ibid., p. 58.

⁵Henry E. Garrett and R. S. Woodworth, Statistics in Psychology and Education, 5th ed. (New York: David McKay Company, Inc., 1953), pp. 262-264.

were used in the standard Chi-Square formula:

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

where f_o = frequency of occurrence of
observed facts, and

f_e = expected frequency of
occurrence.⁶

Analysis of Data

For ease and clarity in presenting the data analyses, all tables necessary for substantiating the findings have been placed in Appendix H.

The hypotheses, the analyses (at a .05 or .01 significance level), and findings are as indicated below. Significant findings will be discussed in Chapter V.

1. Hypothesis I: A positive correlation exists between respondents' allegiances to their union and employer.

Analysis: See Table 7, Appendix H. This table reveals the existence of allegiance patterns as summarized in the following figure.

Finding: $r = +0.38$. This is significant at the .01 significance level. The hypothesis is accepted.

⁶Ibid., p. 253.

As can be noted, 61.3 percent of the respondents exhibit dual allegiance. As is also indicated, 33.3 percent of the respondents hold a neutral allegiance toward either their employer, their union, or both,

2. Hypothesis II--A1: A positive correlation exists between how long respondents have belonged to a union and their union allegiance.

Analysis: See Table 8, Appendix H.

Finding: $r = +.08$ which is not significant.

The hypothesis is rejected.

3. Hypothesis II--A2: An inverse correlation exists between how long respondents have worked as public employees and their union allegiance.

Analysis: See Table 9, Appendix H.

Finding: $r = +.04$ which is not significant.

The hypothesis is rejected.

4. Hypothesis II--A3: An inverse correlation exists between a respondents' ages and their union allegiance.

Analysis: See Table 10, Appendix H.

Finding: $r = +.04$ which is not significant.

The hypothesis is rejected.

Respondents Who Have				
Union Allegiance & which is:	Employer Allegiance which is:	which has been de- fined as:	Total	percent or of res- pondents
High/Medium High	High/Med- ium High	Dual Allegiance	169	61.3
High/Medium High	Low/Med- ium Low	Unilateral Allegiance	5	1.9
Low/Medium Low	High/Med- ium High	Unilateral Allegiance	8	2.9
Low/Medium Low	Low/Med- ium Low	Dual Dis- Allegiance	2	0.7
High/Medium High	Neutral	-	21	7.6
Low/Medium Low	Neutral	-	3	1.1
Neutral	High/Med- ium High	-	36	13.1
Neutral	Low/Med- ium Low	-	4	1.4
Neutral	Neutral	-	28	10.4
Total			276	100.1 ^a

^aNot equal to 100 due to rounding.

Fig. 7.--Allegiance patterns of respondents

5. Hypothesis II--A4: A higher proportion of male respondents exhibits union allegiance than females.

Analysis: See Table 11, Appendix H.

Finding: Chi-Square at 4 d.f. = 3.99, which is not significant. The hypothesis is rejected.

6. Hypothesis II--A5: A higher proportion of married respondents exhibits union allegiance than unmarried ones.

Analysis: See Table 12, Appendix H.

Finding: Chi-Square at 12 d.f. = 2.41, which is not significant. The hypothesis is rejected.

7. Hypothesis II--A6: An inverse correlation exists between respondents' skill levels and their union allegiance.

Analysis: See Table 13, Appendix H.

Finding: $r = -0.12$ which is significant at the .05 significance level. The hypothesis is accepted.

8. Hypothesis II--A7: A positive correlation exists between respondents' union activity and their union allegiance.

Analysis: See Table 14, Appendix H.

Finding: $r = +0.14$, which is significant at the .05 significance level. The hypothesis is accepted.

9. Hypothesis II--A8: A positive correlation exists between respondents' perception of the union-employer relative power balance and their union allegiance.

Analysis: See Table 15, Appendix H.

Finding: $r = +0.69$, which is significant at the .01 significance level. The hypothesis is accepted.

10. Hypothesis II--A9: A positive correlation exists between a respondents' perception of union-employer harmony and their union allegiance.

Analysis: See Table 16, Appendix H.

Finding: $r = +0.50$, which is significant at the .01 significance level. The hypothesis is accepted.

11. Hypothesis II--A10: Proportionally, a smaller number of respondents who perceive their employer to be the "foreman" have union allegiance than those who perceive the employer to have greater social distance, such as the City Manager, or to be less tangible, such as the general public.

Analysis: See Table 17, Appendix H.

Finding: Chi-Square at 20 d.f. = 15.04, which is not significant. The hypothesis is rejected.

12. Hypothesis II--B1: An inverse correlation exists between how long a respondent has belonged to a union and his employer allegiance.

Analysis: See Table 18, Appendix H.

Finding: $r = +0.11$, which is not significant.

The hypothesis is rejected.

13. Hypothesis II--B2: A positive correlation exists between how long respondents have worked as public employees and their employer allegiance.

Analysis: See Table 19, Appendix H.

Finding: $r = +0.11$, which is not significant.

The hypothesis is rejected.

14. Hypothesis II--B3: A positive correlation exists between respondents' ages and their employer allegiance.

Analysis: See Table 20, Appendix H.

Finding: $r = +0.10$, which is not significant.

The hypothesis is rejected.

15. Hypothesis II--B4: A lower proportion of male respondents exhibit employer allegiance than females.

Analysis: See Table 21, Appendix H.

Finding: Chi-Square at 4 d.f. = 3.07, which is not significant. The hypothesis is rejected.

16. Hypothesis II--B5: A higher proportion of married respondents exhibit employer allegiance than unmarried ones.

Analysis: See Table 22, Appendix H.

Finding: Chi-Square at 12 d.f. = 10.00, which is not significant. The hypothesis is rejected.

17. Hypothesis II--B6: A positive correlation exists between respondents' skill levels and their employer allegiance.

Analysis: See Table 23, Appendix H.

Finding: $r = -0.02$, which is not significant. The hypothesis is rejected.

18. Hypothesis II--B7: A positive correlation exists between respondents' union activity and their employer allegiance.

Analysis: See Table 24, Appendix H.

Finding: $r = -.02$, which is not significant. The hypothesis is rejected.

19. Hypothesis II--B8: A positive correlation exists between respondents' perception of the

union-employer relative power balance and their employer allegiance.

Analysis: See Table 25, Appendix H.

Finding: $r = +0.31$, which is significant at the $+0.01$ significance level. The hypothesis is accepted.

20. Hypothesis II--B9: A positive correlation exists between respondents' perception of union-employer harmony and their employer allegiance.

Analysis: See Table 26, Appendix H.

Finding: $r = +0.48$, which is significant at the $.01$ significance level. The hypothesis is accepted.

21. Hypothesis II--B10. Proportionally, a larger number of respondents who perceive their employers to be the foreman have employer allegiance than those who perceive the employer to have greater social distance, such as the City Manager, or to be less tangible, such as the general public.

Analysis: See Tables 27 and 28, Appendix H.

Finding: Chi-Square at 20 d.f. = 38.94, which is significant at the $.05$ level. However, because of

many cells with frequencies of less than 3, a collapsed version of Table 27 was designed as shown in Table 28. In this contingency Table, Chi-Square at 8 d.f. = 9.71, which is not significant. Since Table 28 is more accurate than Table 27, this hypothesis is rejected.

22. Hypothesis II--C1: An inverse correlation exists between how long respondents have belonged to a union and their dual allegiance.

Analysis: See Table 29, Appendix II.

Finding: $r = +0.19$ which is significant at the .05 significance level. The hypothesis is rejected since there is a significant positive correlation between the two variables.

23. Hypothesis II--C2: An inverse correlation exists between how long respondents have worked as public employees and their dual allegiance.

Analysis: See Table 30, Appendix II.

Finding: $r = +0.24$, which is significant at the .01 significance level. The hypothesis is rejected since there is a significant positive correlation between the two variables.

24. Hypothesis II--C3: An inverse correlation exists between respondents' ages and their dual allegiance.

Analysis: See Table 31, Appendix H.

Finding: $r = +0.15$, which is significant at the .05 significance level. The hypothesis is rejected since there is a significant positive correlation between the two variables.

25. Hypothesis II--C4: A higher proportion of male respondents exhibit dual allegiance than females.

Analysis: See Table 32, Appendix H.

Finding: A two by two contingency table which was derived for the purpose of applying the Chi-Square analytical technique to this hypothesis reveals that Chi-Square at 1 d.f. = .005, which is not significant. The hypothesis is rejected.

26. Hypothesis II--C5: A higher proportion of married respondents exhibit dual allegiance than unmarried ones.

Analysis: See Table 33, Appendix H.

Finding: A two by four contingency table which was derived for the purpose of applying the Chi-Square analytical technique to this hypothesis reveals that Chi-Square at 3 d.f. = 0.57, which is not significant. The hypothesis is rejected.

27. Hypothesis II--C6: A positive correlation exists between respondents' skill levels and their dual allegiance.

Analysis: See Table 34, Appendix H.

Finding: $r = -0.10$, which is not significant.

The hypothesis is rejected.

28. Hypothesis II--C7: A positive correlation exists between respondents' union activity and their dual allegiance.

Analysis: See Table 35, Appendix H.

Finding: $r = +0.09$, which is not significant.

The hypothesis is rejected.

29. Hypothesis II--C8: A positive correlation exists between respondents' perception of the union-employer relative power balance and their dual allegiance.

Analysis: See Table 36, Appendix H.

Finding: $r = +0.39$, which is significant at the $+0.01$ significance level. The hypothesis is accepted.

30. Hypothesis II--C9: A positive correlation exists between respondents' perception of union-employer harmony and their dual allegiance.

Analysis: See Table 37, Appendix H.

Finding: $r = +0.40$, which is significant at the .01 significance level. The hypothesis is accepted.

31. Hypothesis II--C10: Proportionally, a smaller number of respondents who perceive their employer to be the "supervisor/foreman" have dual allegiance than those who perceive the employer to have greater social distance, such as the City Manager, or to be less tangible, such as the general public.

Analysis: See Table 38, Appendix H.

Finding: A collapsed version of the frequency data is depicted in Table 38 because of the many cells having 3 or less responses. In this table, Chi-Square at 1 d.f. = 0.12, which is not significant. The hypothesis is rejected.

32. Hypothesis III--A1: No correlation exists between how long respondents have belonged to a union and their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

Analysis: For part a, see Table 39;
For part b, see Table 40;
For part c, see Table 41;
For part d, see Table 42; Appendix II.

Findings: For parts:
a) $r = -0.02$,
b) $r = -0.05$,
c) $r = +0.01$, and
d) $r = -0.09$,

none of which is significant. The hypothesis is accepted in its entirety.

33. Hypothesis III--A2: No correlation exists between how long respondents have worked as public employees and their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

Analysis: For part a, see Table 43;
For part b, see Table 44;
For part c, see Table 45;
For part d, see Table 46; Appendix II.

Findings: For parts:

- a) $r = +0.03$,
- b) $r = -0.03$,
- c) $r = +0.01$, and
- d) $r = -0.03$;

none of which is significant. The hypothesis is accepted in its entirety.

34. Hypothesis III--A3: No correlation exists between respondents' ages and their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

Analysis: For part a, see Table 47;

For part b, see Table 48;

For part c, see Table 49;

For part d, see Table 50; Appendix H.

Findings: For parts:

- a) $r = -0.03$,
- b) $r = -0.01$,
- c) $r = +0.07$, and

d) $r = -0.04$;

none of which is significant. The hypothesis is accepted in its entirety.

35. Hypothesis III--A4: Proportionally, there is no difference in the responses of male and female respondents relative to their perceptions of work group:

- a) cohesiveness,
- b) productivity;
- c) loyalty to employer, and
- d) drive and enthusiasm.

Analysis: For part a, see Table 51;

For part b, see Table 52;

For part c, see Table 53;

For part d, see Table 54; Appendix H.

Findings: At 4 degrees of freedom, for parts:

- a) Chi-Square = 5.03, which is not significant;
- b) Chi-Square = 14.25, which is significant at a significance level of .01;
- c) Chi-Square = 7.78, which is not significant; and
- d) Chi-Square = 11.55, which is

significant at a significance
level of .05.

Parts a and c of the hypothesis are accepted. Parts
b and d of the hypothesis are rejected.

36. Hypothesis III--A5: Proportionally, there
is no difference in the responses of married and
unmarried respondents relative to their perceptions of
work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

Analysis: For part a, see Table 55;
For part b, see Table 56;
For part c, see Table 57;
For part d, see Table 58; Appendix II.

Findings: At 12 degrees of freedom, for parts:

- a) Chi-Square = 17.60,
- b) Chi-Square = 10.33,
- c) Chi-Square = 9.03,
- d) Chi-Square = 9.05,

none of which is significant. The hypothesis is accepted
in its entirety.

37. Hypothesis III--A6: No correlation exists between respondents' skill levels and their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

Analysis: For part a, see Table 59;

For part b, see Table 60;

For part c, see Table 61;

For part d, see Table 62; Appendix H.

Findings: For parts:

- a) $r = -0.07$,
- b) $r = +0.01$,
- c) $r = -0.06$, and
- d) $r = -0.09$,

none of which is significant. The hypothesis is accepted in its entirety.

38. Hypothesis III--A7: No correlation exists between respondents' union activity and their perceptions of work group:

- a) cohesiveness,
- b) productivity,

- c) loyalty to employer, and
- d) drive and enthusiasm.

Analysis: For part a, see Table 63;
For part b, see Table 64;
For part c, see Table 65;
for part d, see Table 66; Appendix H.

Findings: For parts:

- a) $r = -0.07$,
- b) $r = +0.01$,
- c) $r = -0.06$, and
- d) $r = -0.09$,

none of which is significant. The hypothesis is accepted in its entirety.

39. Hypothesis III--A8: No correlation exists between respondents' perception of the union-employer relative power balance and their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

Analysis: For part a, see Table 67;
For part b, see Table 68;
For part c, see Table 69;

For part d, see Table 70; Appendix H.

Findings: For part:

- a) $r = +0.26$,
- b) $r = +0.19$,
- c) $r = +0.24$, and
- d) $r = +0.32$,

each of which is significant at the .01 significance level. The hypothesis is rejected in its entirety.

40. Hypothesis III--A9: No correlation exists between respondents' perception of union-employer harmony and their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

Analysis: For part a, see Table 71;

For part b, see Table 72;

For part c, see Table 73;

For part d, see Table 74; Appendix H.

Findings: For part:

- a) $r = +0.40$,
- b) $r = +0.24$,
- c) $r = +0.19$, and

d) $r = +0.42$,

each of which is significant at the .01 significance level. The hypothesis is rejected in its entirety.

41. Hypothesis III--A10: Proportionally, there is no difference in who respondents perceive their employer to be and their perceptions of work group:

a) cohesiveness,

b) productivity,

c) loyalty to employer, and

d) drive and enthusiasm.

Analysis: For part a, see Tables 75 and 76;

For part b, see Table 77;

For part c, see Table 78;

For part d, see Tables 79 and 80;

Appendix H.

Findings: a) Table 75 shows that at 20 degrees of freedom, Chi-Square is significant at a level of significance of .01. However, upon inspecting the Table, 12 cells are noted to have a cell frequency of less than 3. Table 76 shows a collapsed version of this table at 6 degrees of freedom where Chi-Square equals 4.60 and is not significant. Since Table 76 is

more accurate than Table 75, part a of the hypothesis is accepted.

b) At 20 degrees of freedom, Chi-Square = 29.86 and is not significant. Part b of the hypothesis is accepted.

c) At 20 degrees of freedom, Chi-Square = 14.52 and is not significant. Part c of the hypothesis is accepted.

d) Table 79 shows that at 20 degrees of freedom, Chi-Square is significant at a level of significance of .01. However, upon inspecting the Table, 12 cells are noted to have a cell frequency of less than 3. Table 80 shows a collapsed version of this table at 6 degrees of freedom where Chi-Square equals 3.86 and is not significant. Since Table 80 is more accurate than Table 79, part d of the hypothesis is accepted.

42. Hypothesis III--All: There are no significant intercorrelations among respondents' perceptions of work group cohesiveness, productivity, loyalty to employer, and drive and enthusiasm.

Analysis: See Table 81, Appendix II.

Findings: Correlations ranged from +0.42 to +0.71, all of which are significant at the .01 level. The hypothesis is rejected.

43. Hypothesis IV-A: No correlation exists between respondents who have dual allegiance and their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

Analysis: For part a, see Table 82;

For part b, see Table 83;

For part c, see Table 84;

For part d, see Table 85; Appendix H.

Findings: For part:

- a) $r = +0.41$,
- b) $r = +0.40$,
- c) $r = +0.34$, and
- d) $r = +0.45$,

each of which is significant at the .01 level. The hypothesis is rejected in its entirety.

44. Hypothesis IV-B1 through IV-D4: No correlations exist between respondents who have unilateral

allegiances or dual disallegiance and their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

Analysis: Because of the low numbers of respondents falling within these categories (see Figure 7), an analysis of these relationships would be meaningless. Accordingly, no analysis is presented.

Findings: None.

CHAPTER V

DISCUSSION AND SUMMARY

Purpose

The stated purpose of this research effort was to analyze a number of attitudes held by a selected group of unionized public employees. The attitudes were those of dual allegiance; union allegiance; employer allegiance; and perceptions of work group members concerning the group's cohesiveness, productivity, loyalty to employer, and drive and enthusiasm.

Method

A questionnaire was developed which was designed to elicit information concerning these attitudes and also to provide insights into certain classificatory data. After the questionnaire had been reviewed by a panel of judges, it then was administered by mail to 600 randomly selected public employees in southern Ohio and northern Kentucky who were members of

Cincinnati District Council 51, AFSCME, AFL-CIO. The initial letter plus two follow-up letters were necessary to obtain a 50 percent response rate from this sample.

The statistical techniques used for analyzing the data included (a) the product-moment coefficient of correlation and (b) the Chi-Square test of independence in contingency tables. Computer Programs BMD02S, BMD02D, and BMD08D were used to analyze the data using the IBM 360/75 and 7094 computers at The Ohio State University.

Conclusions

The conclusions which follow are based upon research findings which are statistically significant at the 95 or 99 percent confidence levels. The conclusion section is divided into "specific" and "general" categories.

Specific Conclusions

1. Hypothesis I stated that "a positive correlation exists between respondents' allegiances to their union and employer." The data substantiate this hypothesis. A positive correlation of 0.38, which is

significant at the .01 significance level, was calculated. Figure 7 indicates the various patterns of allegiances held by the respondents. A synopsis of this figure shows that:

- a) 61.3 percent of the respondents have dual allegiance;
- b) 13.1 percent of the respondents exhibit neutral union allegiance and high or medium high employer allegiance;
- c) 10.1 percent of the respondents exhibit neutral allegiances to both union and employer; and
- d) 7.6 percent of the respondents exhibit high or medium high union allegiance and neutral employer allegiance.

These data lead to the following specific conclusions concerning allegiance patterns of the respondents:

- a) The union and employer allegiances of respondents tend to be positively correlated;
- b) Approximately two-thirds of the respondents tend to exhibit dual allegiance;

- c) Approximately one-fifth of the respondents tend to exhibit a form of unilateral allegiance in that they exhibit allegiance to one institution but exhibit neutral feelings toward the other; and
- d) Approximately one-tenth of the respondents tend to exhibit neutral or ambivalent feelings toward both union and employer.

A few observations are in order concerning the strengths of allegiances exhibited by the respondents. Although both union and employer allegiance measures are positive, their means fall approximately midway in the medium high categories. This leads one to conclude that the respondents are favorably disposed toward both institutions, but this disposition is not characterized by great vigor or deep conviction. Accordingly, the 61.3 percent of the respondents who demonstrate dual allegiance apparently do so without much enthusiasm toward either the union or the employer. The respondents, when viewing both institutions as a whole, do have a favorable outlook. Yet, it is apparent that this

favorable attitude is somewhat tinged with indifference or uncertainty.

2. Hypothesis II--A6 was "an inverse correlation exists between respondents' skill levels and their union allegiance." The data substantiate this hypothesis. A negative correlation of 0.12, significant at a .05 significance level, was calculated. The conclusion, therefore, is that as a respondent's skill level increases, his level of union allegiance tends to diminish.

3. Hypothesis II--A7 was "a positive correlation exists between respondents' union activity and their union allegiance." The data substantiate this hypothesis. A positive correlation of 0.14, significant at a .05 significance level, was calculated. The conclusion, therefore, is that a respondent who exhibits union allegiance also tends to be active in his union.

4. Hypothesis II--A8 was "a positive correlation exists between respondents' perception of the union-employer relative power balance and their union allegiance." The data substantiate this hypothesis. A positive correlation of +0.69, significant at a .01 significance level, was calculated. The conclusion

which ensues is that there is a tendency for the perception of union-employer power balance and union allegiance to be positively related.

Inspection of the data reveals that the mean measure of relative power balance falls midway between the undecided and fairly equal categories. The mean of union allegiance is measured in the medium high category. Consequently, the above conclusion should be amplified by stating that both attitudes are prevalent and tend to be related but neither is particularly strong.

5. Hypothesis II--A9 was "a positive correlation exists between respondents' perception of union-employer harmony and their union allegiance." The data substantiate this hypothesis. A positive correlation of 0.50, significant at a .01 significance level, was calculated. The conclusion, therefore, is that there is a tendency for those respondents who perceive a relatively harmonious relationship existing between the union and employer to possess union allegiance.

As has been pointed out earlier, a marked relationship between the additinal dimensions does not describe the strength of each of the attitudes. The respondents exhibit medium high allegiance toward their

union. They perceive a reasonably harmonious relationship between the union and employers. Accordingly, the above conclusion should be amplified by stating that both attitudes are prevalent and tend to be related but neither is particularly strong.

6. Hypothesis II--B8 was "a positive correlation exists between respondents' perception of the union-employer relative power balance and their employer allegiance." The data substantiate this hypothesis. A positive correlation of 0.31, significant at a .01 significance level, was calculated. The conclusion, therefore, is that there is a tendency for those respondents who perceive the relative power-balance between union and employer to be fairly equal or equal to exhibit employer allegiance.

For reasons previously discussed, this conclusion should be amplified by stating that both attitudes are prevalent and tend to be related, but neither is particularly strong.

7. Hypothesis II--B9 was "a positive correlation exists between respondents' perception of union-employer harmony and their employer allegiance." The data substantiate this hypothesis. A positive correlation

of 0.48, significant at a .01 significance level, was calculated. The conclusion, therefore, is that there is a tendency for those respondents who perceive a relatively harmonious relationship existing between the union and employer to possess employer allegiance.

As discussed earlier, this conclusion should be amplified by stating that both attitudes are prevalent and tend to be related, but neither is particularly strong.

8. Hypothesis II--C1 was "an inverse correlation exists between how long respondents have belonged to their union and their dual allegiance." The data do not substantiate this hypothesis. A positive correlation of 0.19, significant at a .05 significance level, was calculated. The conclusion, therefore, is that respondents who exhibit dual allegiance tend to be those individuals who have been members of a union for a relatively long period of time.

The mean number of years that a respondent with dual allegiance has belonged to a union is approximately 10. This is comparable to the mean for all respondents. However, no significant relationships were demonstrated

between union and employer allegiances and numbers of years belonged to a union.

9. Hypothesis II--C2 was "an inverse correlation exists between how long respondents have worked as public employees and their dual allegiance." The data do not substantiate this hypothesis. A positive correlation of 0.24, significant at a .01 significance level, was calculated. The conclusion, therefore, is that respondents who exhibit dual allegiance tend to be those individuals who have relatively long service as public employees.

10. Hypothesis II--C3 was "an inverse correlation exists between respondents' ages and their dual allegiance." The data do not substantiate this hypothesis. A positive correlation of 0.16, significant at a .05 significance level, was calculated. The conclusion, therefore, is that respondents who exhibit dual allegiance tend to be relatively older unionized public employees.

11. Hypothesis II--C8 was "a positive correlation exists between respondents' perception of the union-employer relative power balance and their dual allegiance." The data substantiate this hypothesis. A positive correlation of 0.39, significant at a .01

significance level, was calculated. The conclusion, therefore, is that respondents who exhibit dual allegiance tend to perceive the relative power-balance between their union and employer to be fairly equal or equal.

It is noted that respondents with dual allegiance more often perceive an equalized relative power balance between union and employer than do all respondents when taken together. As discussed previously, the mean of this perceptual measure for all respondents falls between the uncertain and fairly equal categories. The mean for the respondents who have dual allegiance falls in the fairly equal category. Yet, the perception of a fairly equal power balance between union and employer among respondents with dual allegiance, although prevalent, is still not a strong one.

12. Hypothesis II--C9 was "a positive correlation exists between respondents' perception of union-employer harmony and their dual allegiance." The data substantiate this hypothesis. A positive correlation of 0.40 was calculated. The conclusion, therefore, is that respondents who exhibit dual allegiance tend to perceive

a relatively harmonious relationship existing between their union and employer.

13. Hypothesis III--A4b and III--A4d were "proportionally, there is no difference in the responses of male and female respondents relative to their perceptions of work group productivity and drive and enthusiasm." The data refute these hypotheses. Chi-Square calculations, significant at a .01 significance level for productivity and at a .05 level for drive and enthusiasm, were derived. The conclusion, therefore, is that respondents tend to perceive their work group's productivity and drive and enthusiasm differently based upon their sex.

14. Hypothesis III--A8 was "no correlation exists between respondents' perception of the union-employer relative power balance and their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm."

The data refute this hypothesis. Positive correlation coefficients of 0.26, 0.19, 0.24, and 0.32 respectively,

each significant at a .01 significance level, were calculated. The conclusion, therefore, is that respondents who perceive their work groups to be cohesive, productive, loyal to the employer, and exhibiting drive and enthusiasm tend to perceive the relative power balance between their union and employer to be fairly equal or equal.

As has been previously stated, the respondents' perception of the relative power balance between union and employer being equal is not strong. Upon inspection of perceptions of work group characteristics' data, one also finds that none of these perceptions is particularly strong. These fairly weak perceptual attitudes may be attributable to the fact that some respondents may not have been members of a work group. One respondent replied that he swept the streets by himself so the questions didn't apply. Another said he worked as a traffic aids worker with two other men. He stated that one was ". . . so lazy he didn't do anything" and the other was "a good worker." Accordingly, this respondent answered the questions for two dyads, marking down two sets of answers for each question. Perhaps others who marked the "?" on the questionnaire

faced similar dilemmas. Whatever the cause, however, the data reveal perceptions of work group characteristics which range from neutral to medium high. Accordingly, although each of the attitudes is prevalent and tends to be related, none can be construed as being very strong.

15. Hypothesis III--A9 was "no correlation exists between respondents' perception of union-employer harmony and their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm.

The data refute this hypothesis. Positive correlation coefficients of 0.40, 0.24, 0.49, and 0.42 respectively, each significant at a .01 significance level, were calculated. The conclusion, therefore, is that respondents who perceive their work groups to be cohesive, productive, loyal to the employer, and exhibiting drive and enthusiasm tend to perceive a relatively harmonious relationship existing between their union and employer.

As indicated previously, although these attitudes are prevalent and tend to be related, none is particularly strong.

16. Hypothesis III--All was "there are no significant intercorrelations among respondents' perceptions of work group cohesiveness, productivity, loyalty to employer, and drive and enthusiasm." The data refute this hypothesis. Each perceptual measure was significantly intercorrelated with the others, at the .01 significance level, the coefficients ranging from +0.42 to +0.71. The conclusion, therefore, is that there is a tendency for each of the described work group perceptions to be positively related to the others. A respondent possessing a high perception of one work group description would tend also to possess high perceptions of each of the others.

17. Hypothesis IV--A was "no correlation exists between respondents who have dual allegiance and their perceptions of work group:

- a) cohesiveness,
- b) productivity,
- c) loyalty to employer, and
- d) drive and enthusiasm."

The data refute this hypothesis. A positive correlation of 0.41, 0.40, 0.34, and 0.45 respectively, each significant at a .01 significance level, was calculated. It is further noted that the respondents with dual allegiance in every instance perceive their work group's characteristics to be more favorable than do all respondents when viewed in the aggregate.

Accordingly, the conclusion is that respondents with dual allegiance tend to perceive their work groups as being cohesive, productive, loyal to the employer, and exhibiting drive and enthusiasm.

General Conclusions

1. A typology of the average respondent, using means of the data provided, follows. The typical respondent:

- a) has belonged to a union for 10-14 years;
- b) has worked as a public employee for 10-14 years;
- c) is between 40 and 44 years of age;
- d) male;
- e) married;

- f) an unskilled or semi-skilled worker; and
- g) is active in his union.

This typology reveals that the average respondent can be described as being a relatively mature, settled, and responsible unionized public employee. Since it has been shown that there is probably no substantial respondent bias prevalent, then the general conclusion that the respondents are representative of the sample and ultimately the population can be made. It would therefore appear that District Council 51 is composed of relatively mature, settled, and generally responsible members.

2. From the data available, who a respondent perceives his employer to be is not significantly related to any of the other variables analyzed. The conclusion from this is that perception of who the employer is cannot be considered to be an intervening variable between the independent and dependent variables of this study.

The majority of employees considered their employer to be their supervisor or department head, with a smaller group perceiving the employer to be

the taxpayer. From this, one may surmise that the respondents perceive a "tangible" employer to be their "real boss" instead of an "intangible" one such as the "taxpayers" or one with more social distance such as the County Commissioner or the City Manager. This supposition, although reasonably well supported by the frequency patterns of responses, is not supported by statistical testing.

3. Respondents with dual allegiance tend to have the highest perception of harmony of all respondents. Although the data were not displayed nor discussed about the very few respondents with unilateral allegiance or dual disallegiance, it is indeed interesting to note that those 6 respondents with high or medium high union allegiance and low or medium low employer allegiance view union-employer harmony with uncertainty; the 8 respondents with low or medium low union allegiance and high or medium high employer allegiance perceive a disharmonious relationship; and the 2 respondents with dual disallegiance perceive a highly disharmonious union-employer climate.

The average respondent has been shown to perceive a harmonious climate existing between union and employer.

This perception is not a strong one, however.

The perceptions of work group characteristics have also been shown to be significantly related to a favorable perception of union-employer harmony.

Accordingly, the conclusion is made that a respondent's perception of harmony in the union-employer environment tends to be significantly related to the dependent variables except the two unilateral allegiances and dual disallegiance where no meaningful relationship was derived because of the low numbers of respondents within those categories.

4. The average respondent tends to be uncertain as to whether he perceives the relative power balance between union and employer to be equal or imbalanced. It has been shown that those respondents with dual allegiance perceive the balance of power to be "fairly equal." As an additional insight into this variable, the 16 respondents with unilateral allegiances and dual disallegiance view the relative power balance between union and employer as being either "highly one-sided" or "somewhat imbalanced." As was explained earlier, these data were not displayed nor discussed because of the very few respondents in each category.

It was also demonstrated that favorable perceptions of work group characteristics tend to be significantly related to respondents' perceptions of relative union-employer power balance.

Accordingly, the conclusion is made that a respondent's perception of the relative power balance between union and employer tends to be significantly related to each of the dependent variables, except unilateral allegiances and dual disallegiance.

5. The average respondent has been shown to have a reasonably favorable outlook toward the institutions and groups with which he is associated. However, he gives the impression of not being deeply committed to any of them. A review of the data reveals that few respondents were willing to commit themselves to a strongly agree or disagree position in the questionnaire. This could be due to apathy. It could also be due to lack of agreement toward policies and actions of both institutions and the practices of the work groups. The data reveal only that the attitudes held by the respondents are generally favorable but none is particularly strong.

The substantive significance of this research effort is based upon the facts that:

1. The research was conducted of real-world, unionized public employees.
2. Hypotheses, and conclusions substantiated from private sector studies were used to formulate hypotheses for this study. This feature allows a general comparison to be made of this study's findings with the findings of private sector studies. This comparison will be found in the next chapter.
3. The methods used and conclusions derived from this study should provide bases for important further research concerning attitudes of unionized public employees.

Recommendations

This study inquired into the attitudinal patterns of the membership of one district council of the AFSCME. It is recommended that future attitude studies of unionized public employees be broadened to include employees in other public unions, federal workers, and public sector professional employees.

The present study was undertaken during a period when employees perceived a fairly harmonious

relationship between their union and employer. Other studies should be instituted during recognized periods of hostility. Since the favorable attitudes toward both union and employer in this study were not found to be particularly strong, possibly conflict situations would reveal substantial modifications in attitude patterns.

A mail questionnaire was the source of most data for this research. Fifty percent of the sample responded to the questionnaire. The research effort had been strongly supported by union officials and had received wide-spread publicity. It is felt that the fifty percent response rate was about the maximum obtainable from the sample. It is therefore recommended that future researchers attempt to improve upon this response rate by conducting personal interviews of sample members. If proper cooperation between union and employer could be obtained, and the interviews conducted during the employee's work day, the number of rejections could probably be substantially diminished.

Attitudinal measures were obtained in this study which were compared generally to private sector study findings that have been universally recognized (see Chapter VI). Further productive research could

analyze attitudes of two very similar groups of private and public sector workers such as municipal and private transit workers or public and private shipyard personnel. A specific comparative analysis of attitudes under similar environmental conditions should prove useful and beneficial in the understanding of unionized public employee attitudes.

One final recommendation concerns the need to devise more discriminating tools to assess attitudes of unionized public employees. Further validation of the instrument used in this research is needed. Tools to probe more deeply into the theoretical foundations of the findings of this research should be developed and tested.

CHAPTER VI

IMPLICATIONS OF RESEARCH

The findings and conclusions just presented were directed toward analyzing specific attitude patterns of a randomly selected group of unionized public employees. This final chapter is devoted to carrying out step 4 of the "Research Objectives Paradigm" (see Figure 2 of this study) which stated in essence that comments generalized from the conclusions of this study would be discussed and general comparisons of private and public sector employee attitudes would be made.

Length of union membership, how many years worked as a public employee, age, sex, and marital status were not significantly related to union allegiance, as was hypothesized. Union allegiance was related only to a member's skill level and his union activity.

None of the hypothesized relationships deduced from the various private sector studies cited were

found to be significantly related to employer allegiance.

The dual allegiance analysis also was not entirely comparable to private sector study results. For example, in the private sector, it was revealed that long service employees have a lower probability of demonstrating dual allegiance. Exactly the opposite conclusion was made for this study.

Every measure of allegiance was positively related to the intervening variables of perceptions of relative power balance and of harmony, as was deducted from private sector study results. No relationship was found to exist between perception of who one's employer is and his allegiance patterns.

The implication of these findings is that public and private sector attitude patterns relating to allegiance are not markedly similar. Yet, if they are not similar, then are they substantially different? The answer to this question would have to be no. Differences in patterns of allegiance appear to be more of degree than of kind. The private sector studies generally demonstrated fairly strong convictions and commitments to one or the other, or both institutions simultaneously. These strong feelings were not manifested

in the public sector. One might say that the attitudinal complexion of this group of public employees could be characterized by blandness. When higher than average institutional or group commitments were revealed, they seemed to occur among those respondents who had the most to gain from both union and employer. These were the long-service, older, settled employees who more than likely possessed both considerable seniority and also substantial vested pension rights. Employees in this category appear to view the union as an agency designed to wrest the traditional "more" as regards the terms and conditions of their employment rather than as a dynamic, viable, and socially conscious organization. Concurrently, the employer appears to be viewed simply as the means available to satisfy the physiological and security needs of life.

These perceptions of the union and employer are still compatible with Stagner's statement, quoted earlier, that dual allegiance depends upon a tendency for workers to perceive their work situation as a whole. Certainly, the findings of the private sector studies and this study reveal favorable attitudes toward the individual institutions of union and employer as well

as both institutions viewed simultaneously, depending upon the external environment. The major difference between the public sector workers of this study and private sector workers appears to be the lower level of personal commitment to union and employer which is demonstrated.

The perceptions of work group characteristics also mirror this tendency. Strong positive relationships were found among each of the perceptual measures, yet none of the underlying measures were found to be particularly strong.

One may imply from this discussion that based upon the attitudes and perceptions of the respondents to this study and the results of previously conducted private sector studies, public and private sector attitude patterns are reasonably comparable. However, as has been stated, public employees tend to be less deeply committed to their unions and employers, to both of these institutions when viewed in the aggregate, and to their individual work groups, than are private sector employees. Whether this apparent lack of enthusiasm is a reflection of lack of organizational zealousness on the part of unions, peculiarities in

the personality of individuals who accept public employment, dissatisfaction with employment policies and practices of public employers or some other phenomenon cannot be predicted from existing studies.

The foregoing discussion also implies that the large body of literature which exists relative to union-employer relationships in the private sector is broadly applicable to public sector employees. However, such an implication should be received with caution since little, if any, research has been conducted relative to other psychological facets of unionized public employees.

APPENDIX A

Union Attitude Survey Instrument

Union Attitude Survey

DIRECTIONS:

1. Please read each statement carefully.
2. Decide how well the statement describes your feelings.
3. Then circle the symbol which best describes your feelings.
4. The symbols are:

SA = Strongly Agree
 A = Agree
 ? = Uncertain, Undecided, or Doesn't Apply
 D = Disagree
 SD = Strongly Disagree

-
- | | |
|--|-------------|
| 1. The work group that I work with most of the time shows a lot of pep and enthusiasm. | SA A ? D SD |
| 2. Union members are usually good people to work with. | SA A ? D SD |
| 3. The work group that I work with most of the time works hard on any job it undertakes. | SA A ? D SD |
| 4. My employer and my union have mutual respect for each other. | SA A ? D SD |
| 5. My value to my work group is recognized by my supervisor. | SA A ? D SD |
| 6. The work group that I work with most of the time would support our employer in almost any emergency. | SA A ? D SD |
| 7. The work group that I work with most of the time feels it is part of the management team. | SA A ? D SD |
| 8. My union steward is firm in dealing with management. | SA A ? D SD |
| 9. The work group that I work with most of the time feels a strong loyalty to our employer. | SA A ? D SD |
| 10. My union would be quick to defend any member who didn't get a fair deal from his employer. | SA A ? D SD |
| 11. The work group that I work with most of the time tackles any job with enthusiasm. | SA A ? D SD |
| 12. I like working with my fellow employees. | SA A ? D SD |
| 13. The people in the work group that I work with most of the time are very cooperative with each other. | SA A ? D SD |
| 14. The work group that I work with most of the time turns out more work than most of the other groups here. | SA A ? D SD |
| 15. I like my work. | SA A ? D SD |
| 16. The work group that I work with most of the time has an excellent production record. | SA A ? D SD |
| 17. I feel secure in my job. | SA A ? D SD |
| 18. The people in the work group that I work with most of the time try to be best in everything we do. | SA A ? D SD |
| 19. My supervisor is quick to take care of any complaints that I bring to him/her. | SA A ? D SD |
| 20. There isn't a better union than the one I belong to. | SA A ? D SD |
| 21. The people in the work group that I work with most of the time know they can depend on each other. | SA A ? D SD |

22. The people in the work group that I work with most of the time stand up for each other. SA A ? D SD
23. The work group that I work with most of the time turns out as much work as our employer expects. SA A ? D SD
24. My employer and my union work well together to solve problems. SA A ? D SD
25. The people in the work group that I work with most of the time work together as a team. SA A ? D SD
26. My work group's work seems to drag. SA A ? D SD
27. Considering everything about my job, I am fairly well satisfied with working where I do. SA A ? D SD
28. The work group that I work with most of the time is divided in its loyalty to our employer and our union. SA A ? D SD
29. I think my union dues are a good investment. SA A ? D SD
30. My union makes new members feel it is worthwhile for them to belong. SA A ? D SD
31. My union gets a "good deal" for me when it negotiates with my employer. SA A ? D SD
32. If I were starting over again, I would probably work where I do now. SA A ? D SD
33. I think my union is in the right in most of the disputes I know of. SA A ? D SD

For this part of the questionnaire:

1. Please read each statement carefully.
2. Place a check in front of the item which describes you.

-
34. The union local that I am a member of is _____
(please write in the name and local number of your union local.)
35. I have spent the following number of years as a member of a union:
 ___ 4 years or less ___ 5-9 years ___ 10-14 years ___ 15-19 years
 ___ 20-24 years ___ 25-29 years ___ 30 years or more
36. I have worked as a public employee for:
 ___ 4 years or less ___ 5-9 years ___ 10-14 years ___ 15-19 years
 ___ 20-24 years ___ 25-29 years ___ 30 years or more.
37. My age is:
 ___ under 20 ___ 20-24 ___ 25-29 ___ 30-34 ___ 35-39 ___ 40-44
 ___ 45-49 ___ 50-54 ___ 55-59 ___ 60 or over
38. I am: ___ male ___ female
39. I am: ___ married ___ widowed ___ divorced ___ never been married

40. My work classification is: (Fill in whatever your classification is; such as, garage maintenance man, sewer worker, welfare worker, doctor, meter-reader, clerk-typist, and so on. Use the work classification that is carried on your employer's schedule of jobs):

41. Some people ask me "Who is your boss?" I know that I work for a public employer, but I answer them that my "real boss" is:

___ the county commissioners

___ my foreman

___ my supervisor

___ the city manager

___ the head of my department (like the Water Commissioner, Superintendent of Schools, Chief of Police, County Engineer, and so on.)

___ the taxpayers (that is, the general public.)

___ other (explain) _____

42. Check as many of the statements below that may apply to you:

___ I am not active at all in my union. I don't read the union newspaper or other union literature. I don't attend any of the meetings. I simply pay my dues.

___ I occasionally read union literature. I rarely attend any of the meetings. I sometimes wear my membership pin.

___ I keep up with union affairs fairly well. I attend union meetings occasionally.

___ I attend union meetings fairly often. I'm fairly knowledgeable about current union issues.

___ I attend every union meeting I can. The meetings I have missed have been because of something I could not control like sickness, wife working, shift work, no one to take care of the kids, and so on.

___ I am now, or have been within the past year, a member of a local (lodge) committee.

___ I am now, or have been within the past year, a convention delegate.

___ I am now, or have been within the past year, a delegate to the district council.

___ I am now, or have been within the past year, a steward or committeeman.

___ I am now, or have been within the past year, a member of a bargaining (negotiating) committee.

___ I am now, or have been within the past year, a local (lodge) officer.

Thank you for your help. Please place the questionnaire in the stamped envelope and mail it as soon as you can. We appreciate the time that you have taken to fill out this information.

Labor Union Research Group
Ohio State University

APPENDIX B

Correspondence from Author to Director,
Cincinnati District Council 51,
AFSCME, AFL-CIO

The Ohio State University
College of Social and
Behavioral Sciences
1775 South College Road
Columbus, Ohio 43210
February 7, 1969

Mr. Al Van Hagen
2607 Vine Street
Cincinnati, Ohio 45219

Dear Mr. Van Hagen:

I am a researcher at Ohio State University (on a leave of absence from the U.S. Navy) studying attitudes of unionized public employees. I've had a long chat with Mr. Tom Morgan here in Columbus concerning my project and he has voiced his support for what I'm doing.

I would like to arrange an appointment with you, Mr. Van Hagen, fairly early this week, if possible. What I'll be asking during this meeting will be how I can obtain the names and mailing addresses of approximately 10% of the council membership so that I can mail out my questionnaire. I'll call you Monday to arrange our meeting.

I think this study will reveal some interesting insights into the attitudes of unionized public employees. The purpose of the survey is to measure a set of attitudes that have been very thoroughly documented in the private sector. If similar attitudes are held by the membership of Council 51, then a general conclusion can be reached that the large body of literature which does exist in the private sector is likewise applicable to unionized public employees. Naturally, I'll provide you with copies of the questionnaire, the final report, and any other information you might require.

Mr. Al Van Hagen
Page --two
February 7, 1969

I look forward to meeting you and visiting Cincinnati.

Very truly yours,

/S/ George E. Biles

APPENDIX C

Correspondence from Author to Director,
Cincinnati District Council 51,
AFSCME, AFL-CIO

The Ohio State University
College of Social and
Behavioral Sciences
1775 South College Road
Columbus, Ohio 43210
February 12, 1969

Mr. Al Van Hagen
2607 Vine Street
Cincinnati, Ohio 45219

Dear Mr. Van Hagen:

It was a pleasure meeting you, Nolan, and Jim yesterday in Cincinnati. I want to confirm by letter some of the things we discussed in regards to our attitude survey.

First, our survey will cover all 26 locals of Council 51. We will send questionnaires to a 10% random sample of the total membership of about 6,000. This means, of course, about 600 council members will receive the questionnaire. They will be mathematically selected so that those individuals receiving the questionnaire will have been chosen by pure chance alone. I want to emphasize that the list of 600 names and addresses will never leave my possession. I'll use it only to address envelopes. As soon as I finish mailing the materials for our study, I'll have no further need for the list and will promptly destroy it. If you want me to sign a statement or some sort of contract to this effect, I'll be happy to do so.

Second, the questions contained in the questionnaire are designed to find out the attitudes members have toward their work group, union, and employer. A majority of the questions have been used in many studies of union members in the private sector. What we are hoping to show in our study is that public employees have the same goals, ambitions, drives, and aspirations as their brother union members in the private sector. Our questionnaire, we feel, is well suited to do this. The final results should be particularly helpful to union officials since the more

Mr. Al Van Hagen
Page --two
February 12, 1969

a union knows about the attitudes of its members,
the better that union can serve its members.

Third, the results we get will be provided to each
union president, to yourself, and to any other member
who indicates he would like them. Also, I'll be
pleased to talk about our findings with any local or
individual who might be interested in such a discussion.

Finally, if there is any other information you need or
questions you wish to ask, please let us know. Our
group feels that a study of this kind has great
practical use, both for union members and also for the
academic community. Because we do feel this way, we
are willing to devote the 8 to 9 months it takes to
conduct it. We are anxiously awaiting the go-ahead
signal from the Executive Board so we can get to work
on this long-needed study.

Very truly yours,

/S/ George E. Biles

APPENDIX D

Speech Given by Author to AFSCME Delegate
Meeting, February 24, 1969

The following remarks were made at the monthly District Council 51 meeting, AFSCME Headquarters, 2607 Vine Street, Cincinnati, Ohio, commencing at 8:15 P.M., February 24, 1969:

<u>Speaker</u>	<u>Remarks</u>
President of District Council 51, Mr. Donald J. Burke, Sr.	The meeting will come to order. We shall now pledge allegiance to the flag.
All officers and delegates present (about 120)	(Pledge of allegiance)
Mr. Burke:	We will now depart from our usual opening so that I can present to you Mr. George Biles. He is a Lieutenant Commander on leave from the U.S. Navy to do some work at The Ohio State University. He is studying public employees and their attitudes.
Mr. Biles:	Thank you and good evening. I will only take a few minutes of your time. I'm involved in doing a major study of various attitudes of unionized public employees. I'm here tonight, thanks to the help of your council president, Mr. Don Burke, and your council director, Mr. Al Van Hagen, to tell you briefly what we're trying to find out at Ohio State and ask you for your assistance in conducting our union attitude survey. I attended the AFL-CIO legislative convention up in Columbus last week.

Mr. Tom Morgan who is the state director for research and labor education for Ohio Public Employees, made a comment that I'd like to quote to you: "Public employees are not different from private employees - they have the same desires, goals, and needs as others who are in the private sector."

Well, in a nutshell, this is just what our OSU research project is trying to show - that those of us who are in the employ of the public are no different from private sector people. We put on our pants one leg at a time, we fight traffic jams, we look for the best prices in the stores, and so on. Our study will ask questions that have been asked of thousands of private sector employees over the years. Then we'll compare your answers to the answers of private sector employees and, we expect, public and private employee answers will be pretty much the same. If they are, and we really think they will be, then we can conclude that unionized public employees have the same attitudes that any other union member has throughout the entire labor movement.

You're probably interested in just how you individually will become involved in our study. Well, first, only about ten percent of the total membership will be asked questions. Early next week, we'll put out in the mail to about 600 council members, a short questionnaire. These 600 people will have

been selected by a lottery - everyone has the same odds of being selected or not selected to receive a questionnaire - it's strictly chance. There will be 42 questions. These questions will ask your opinions - like "do you agree or disagree that your supervisor gives you a square deal on the job?" They'll ask you your age, how long you have been a member of a union, and so on. The union officials who have seen the questions think they are fine.

One point, your responses to these questions will be completely anonymous. No one will know who wrote the answers. I've given the questionnaire to some people in Columbus and it takes about 10 minutes to answer the whole thing. We'll have a stamped envelope with it. All the 600 of you who get it have to do is spend about 10 minutes of your time and drop your responses in the mail box.

It means a lot to us at OSU that you answer. If our study is going to be successful, as many of you who receive the questionnaire will have to respond as possible. So help us out along these lines - please.

Some of you may be wondering just what use all this work is. Well there are lots of reasons why we need to get the answers to questions about public employee attitudes. First is the growing strength of public unions. Let's face it - people know that AFSCME is around

these days! I could go down and ask City Manager Krabach right now who the Council 51 negotiators are and he'd sure know who I was talking about! Second, the union leadership needs to know your attitudes. With such rapid growth, it's hard to keep up with what the members want and think. As your council director has said, the better we know what the members think, then the better the union can serve the membership. And third, a university has an obligation to try to learn as much as it can about such an important and growing movement as unions of public employees. And Ohio State has always tried to be number one in that respect, as well as number one in football!

Thank you, Mr. Burke, Mr. Van Hagen, and ladies and gentlemen for letting me have the time to talk to you. Tom Morgan up in Columbus told me Council 51 was probably the strongest, best-organized council of AFSCME members in the state. I feel it is a privilege to be able to do research here. I only ask for your assistance, your endorsement, and your approval. Thank you.

Mr. Burke:

Thank you. We will now call the roll.

(At this point, the director of Council 51, Mr. Al Van Hagen, approached Mr. Biles and thanked him for his talk. He then informed Mr. Biles that the remainder of the meeting was closed to non-members and asked him to depart.)

APPENDIX E

Cover Letter Sent with First Mailing of
Union Attitude Survey



AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES, AFL-CIO

Brother Union Member:

This study being conducted by members of the Ohio State University has my approval. I urge you to find the time to sit down, fill out the questionnaire, and return it as soon as possible. Ohio State will provide us with the final results of their study. By learning more about your attitudes, your union can serve you better.

Sincerely,

Al Van Hagan
Director, District Council 51
AFSCME, AFL-CIO

The Union for Public Employees

THE OHIO STATE UNIVERSITY
COLLEGE OF ADMINISTRATIVE SCIENCE

Union Attitude Survey

Dear Union Member:

You have been randomly selected by chance to participate in an attitude survey of unionized public employees. The survey is part of a research project being conducted at Ohio State University. We need as many union members as possible to fill out the questionnaire so that we get good results. Please fill out the enclosed questionnaire and return it to us in the stamped envelope we have provided. We will provide the results of our study to your Council 51 Officers and to your local union presidents. This is your chance to let them know how you feel.

Your individual answers will be completely anonymous and confidential.

Thank you for your time and effort.

Labor Union Research Group
Ohio State University

APPENDIX F

Cover Letter Sent with Second Mailing of
Union Attitude Survey

CINCINNATI DISTRICT COUNCIL NO. 51

American Federation of State, County and Municipal Employees

AFL-CIO

2607 VINE STREET

CINCINNATI, OHIO 45219

PHONE: 221-3169



March 31, 1969

Dear Union Member:

Ohio State University has been conducting a study of unionized public employee attitudes. They have sent questionnaires to you to find out what you think of your employer, your union, and your work group.

A number of you have not answered this survey. Your answers are very important to Ohio State. If they are to get good results, as many of you as possible must answer this questionnaire.

District Council 51 supports this survey. We passed a resolution authorizing it at our February meeting. I urge you to cooperate with the university and answer their questionnaire. It is a short one and won't take much time. Please do it now.

Sincerely yours,

A handwritten signature in cursive script that reads "Al Van Hagen".

Al Van Hagen
Director
District Council 51,
AFSCME, AFL-CIO

THE OHIO STATE UNIVERSITY
COLLEGE OF ADMINISTRATIVE SCIENCE

March 31, 1969

Dear Union Member:

We are enclosing another copy of our union attitude questionnaire for you to fill out in case you misplaced, lost, or discarded your first one. We need your answers very much. Our research will benefit the entire public union movement by revealing what the individual union member really thinks. This will be your final opportunity to participate in this important undertaking.

The three letters which have been mailed to you represent an expense of 30 cents in stamps alone. Multiply that figure by about 600 union members and you can see how much money we are spending on this study. If we are willing to invest that much, won't you invest ten minutes of your time to answer the questions. Please fill out the questionnaire and return it today. Thank you.

Very truly yours,

A handwritten signature in cursive script that reads "George E. Biles".

George E. Biles
Chief Researcher
Labor Union Research
Group

APPENDIX G

Follow-up Letter

The Ohio State University
College of Administrative
Science

March 24, 1969

Dear Union Member:

A Union Attitude Survey was mailed to 600 members of District Council 51, AFSCME recently. Many members have answered. Some have not. If you are one of those few who haven't would you please help us by filling out the questionnaire and returning it as soon as possible.

The delegate council of your union, which is made up of your District Council officers, Council staff, all the local officers (one who is an International Vice-President) and Council delegates voted on this at their monthly meeting in February. Letting Ohio State do this survey was approved by resolution at that meeting.

All we need now is your cooperation. If you haven't mailed your copy of the questionnaire back yet, then we ask you to fill it out and mail it back today. It will only take about ten minutes of your time. We do need your help!

We hope to receive your answers soon!

Thank you.

Yours truly,

/S/ George E. Biles
Chief Researcher
Labor Union Research Group
Ohio State University

Copies to:

Mr. Donald J. Buche, Sr., President-District Council 51
Mr. Al Van Hagen, Director-District Council 51
All Presidents - District Council 51

APPENDIX H

Data Tables

TABLE 7

THE RELATIONSHIP BETWEEN UNION ALLEGIANCE AND EMPLOYER ALLEGIANCE

Employer Allegiance (Y AXIS)	Union Allegiance (X AXIS)				Total
	Low 7.0-10.4	Medium Low 10.5-17.4	Neutral 17.5-24.4	Medium High 24.5-31.4	
Low 7.0-10.4	0	0	0	0	0
Medium Low 10.5-17.4	0	2	3	5	13
Neutral 17.5-24.4	0	4	28	30	68
Medium High 24.5-31.4	1	3	16	98	132
High 31.5-35.0	0	1	5	30	63
Total	1	10	52	163	276

Mean Y = 27.17; S.D. Y = 4.55; Mean X = 26.95; S.D. X = 5.05; N = 276.

The observed r for this table is +0.58. The critical value of r for a .01 significance level is 0.16. Therefore, the observed r is significant at the .01 significance level.

TABLE 8

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE BELONGED TO
A UNION AND UNION ALLEGIANCE

Union Allegiance (Y AXIS)	How Long Respondents Have Belonged to a Union, Years (X AXIS)				Total
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)	30 or more (7.0-8.0)	
Low 7.0-10.4	0	0	0	0	0
Medium Low 10.5-17.4	6	4	2	1	13
Neutral 17.5-24.4	29	28	9	2	68
Medium High 24.5-31.4	65	44	18	5	132
High 31.5-35.0	21	28	12	2	63
Total	121	104	41	10	276

Mean X = 5.00; S.D. X = 1.68; Mean Y = 26.95; S.D. Y = 5.05; N = 276.

The observed r for this table is +0.08. The critical value for r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 9

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE WORKED AS PUBLIC EMPLOYEES AND UNION ALLEGIANCE

Union Allegiance (Y AXIS)	How Long Respondents Have Worked as Public Employees, Years (X AXIS)			Total
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)	
Low 7.0-10.4	0	0	0	0
Medium Low 10.5-17.4	4	3	5	13
Neutral 17.5-24.4	29	30	6	68
Medium High 24.5-31.4	57	52	16	132
High 31.5-35.0	21	29	12	63
Total	111	114	39	276

Mean X = 3.11; S.D. X = 1.65; Mean Y = 26.95; S.D. Y = 5.05; N = 276.

The observed r for this table is +0.04. The critical value for r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 10

THE RELATIONSHIP BETWEEN RESPONDENTS' AGES AND UNION ALLEGIANCE

Union Allegiance (Y AXIS)	Respondent's Ages, Years (X AXIS)			Total
	29 or less (0-2.9)	30-39 (3.0-4.9)	40-49 (5.0-6.9) 50 or more (7.0-9.0)	
Low 7.0-10.4	0	0	0	0
Medium Low 10.5-17.4	4	1	0	15
Neutral 17.5-24.4	16	23	21	67
Medium High 24.5-31.4	42	28	42	131
High 31.5-35.0	17	14	27	63
Total	79	66	98	274

Mean X = 5.07; S.D. X = 1.97; Mean Y = 26.95; S.D. Y = 5.05; N = 274.

The observed r for this table is +0.04. The critical value for r at a .05 significance level at 272 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 11

THE RELATIONSHIP BETWEEN RESPONDENTS' SEX AND UNION ALLEGIANCE

Union Allegiance (Y AXIS)	Respondent's Sex (X AXIS)		Total
	Male (1)	Female (2)	
Low 7.0-10.4	0	0	0
Medium Low 10.5-17.4	11	2	13
Neutral 17.5-24.4	57	11	68
Medium High 24.5-31.4	95	36	131
High 31.5-35.0	46	17	63
Total	209	66	275

The observed Chi-Square for this table at 4 d.f. is 3.99. The critical value of Chi-Square at 4 d.f. at a significance level of .05 is 9.49. Therefore, the observed Chi-Square is not significant.

TABLE 12

THE RELATIONSHIP BETWEEN RESPONDENTS' MARITAL STATUS AND UNION ALLEGIANCE

Union Allegiance (Y AXIS)	Respondents' Marital Status (X AXIS)				Total
	Married (1)	Widowed (2)	Divorced (3)	Never Married (4)	
Low 7.0-10.4	0	0	0	0	0
Medium Low 10.5-17.4	11	0	1	1	13
Neutral 17.5-24.4	57	3	4	4	68
Medium High 24.5-31.4	104	5	12	11	132
High 31.5-55.0	49	4	5	5	63
Total	221	12	22	21	276

The observed Chi-Square for this table at 12 d.f. is 2.41. The critical value of Chi-Square at 12 d.f. at a significance level of .05 is 21.03. Therefore, the observed Chi-Square is not significant.

TABLE 13

THE RELATIONSHIP BETWEEN RESPONDENTS' SKILL LEVELS AND UNION ALLEGIANCE

Union Allegiance (Y AXIS)	Respondents' Skill Levels (X AXIS)					Total
	Unskilled (1)	Semi-Skilled (2)	Skilled (3)	QP/A ^a (4)	Super-visory (5)	
Low 7.0-10.4	0	0	0	0	0	0
Median Low 10.5-17.4	5	7	1	0	0	13
Neutral 17.5-24.4	23	22	7	9	7	68
Medium High 24.5-31.4	56	38	16	16	6	132
High 31.5-55.0	37	14	4	5	3	63
Total	121	81	28	30	16	276

^aQuasi-Professional/Administrative.

Mean X = 2.05; S.D. X = 1.22; Mean Y = 26.95; S.D. Y = 5.05; N = 276.

The observed r for this table is -0.12. The critical value of r for a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is significant at the .05 significance level.

TABLE 14

THE RELATIONSHIP BETWEEN RESPONDENTS' UNION ACTIVITY AND UNION ALLEGIANCE

Union Allegiance (Y AXIS)	Respondents' Union Activity (X AXIS)				Total
	Inactive (1)	Active (2)	Steward (3)	Union Officer (4)	
Low 7.0-10.4	0	0	0	0	0
Medium Low 10.5-17.4	5	5	0	5	13
Neutral 17.5-24.4	24	31	5	8	68
Medium High 24.5-31.4	31	70	8	23	132
High 31.5-35.0	12	35	5	13	65
Total	72	141	16	47	276

Mean X = 2.14; S.D. X = 0.99; Mean Y = 26.95; S.D. Y = 5.05; N = 276.

The observed r for this table is +0.14. The critical value for r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is significant at the .05 significance level.

TABLE 15

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF RELATIVE POWER BALANCE
BETWEEN UNION AND EMPLOYER AND UNION ALLEGIANCE

Union Allegiance (Y AXIS)	Respondents' Perception of Relative Power Balance Between Union and Employer (X AXIS)					Total
	Highly one-sided (1)	Somewhat Imbalanced (2)	Undecided (3)	Fairly Equal (4)	Equal (5)	
Low 7.0-10.4	0	0	0	0	0	0
Medium Low 10.5-17.4	9	4	0	0	0	13
Neutral 17.5-24.4	8	22	21	16	1	68
Medium High 24.5-31.4	7	4	29	78	14	132
High 31.5-35.0	2	0	2	19	40	63
Total	26	30	52	113	55	276

Mean X = 3.51; S.D. X = 1.20; Mean Y = 26.95; S.D. Y = 5.05; N = 276.

The observed r for this table is +0.69. The critical value of r for a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

TABLE 15

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF RELATIVE POWER BALANCE
BETWEEN UNION AND EMPLOYER AND UNION ALLEGIANCE

Union Allegiance (Y AXIS)	Respondents' Perception of Relative Power Balance Between Union and Employer (X AXIS)					Total
	Highly one-sided (1)	Somewhat Imbalanced (2)	Undecided (3)	Fairly Equal (4)	Equal (5)	
Low 7.0-10.4	0	0	0	0	0	0
Medium Low 10.5-17.4	9	4	0	0	0	13
Neutral 17.5-24.4	8	22	21	16	1	68
Medium High 24.5-31.4	7	4	29	78	14	132
High 31.5-35.0	2	0	2	19	40	63
Total	26	50	52	113	55	276

Mean X = 3.51; S.D. X = 1.20; Mean Y = 26.95; S.D. Y = 5.05; N = 276.

The observed r for this table is +0.69. The critical value of r for a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

TABLE 16

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF HARMONY IN UNION-EMPLOYER RELATIONS AND UNION ALLEGIANCE

Union Allegiance (Y AXIS)	Respondents' Perception of Harmony in Union-Employer Relations (X AXIS)					Total
	Disharmonious 1.0-2.4	Disharmonious 2.5-4.4	Undecided 4.5-6.4	Harmonious 6.5-8.4	Highly Harmonious 8.5-10.0	
Low 7.0-10.4	0	0	0	0	0	0
Medium Low 10.5-17.4	5	3	4	1	0	13
Neutral 17.5-24.4	4	23	19	22	0	68
Medium High 24.5-31.4	3	18	26	69	16	132
High 31.5-35.0	1	3	10	27	22	63
Total	13	47	59	119	38	276

Mean X = 6.55; S.D. X = 2.09; Mean Y = 26.95; S.D. Y = 5.05; N = 276.

The observed r for this table is +0.50. The critical value of r for a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

TABLE 17

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WHO THE EMPLOYER IS
AND UNION ALLEGIANCE

Union Allegiance (Y AXIS)	Respondents' Perception of Who the Employer is (X AXIS)						Total
	Foreman (1)	Super- visor (2)	Department Head (3)	City Manager (4)	County Commissioner (5)	Taxpayers (6)	
Low 7.0-10.4	0	0	0	0	0	0	0
Medium Low 10.5-17.4	3	5	2	1	0	2	13
Neutral 17.5-24.4	8	20	25	2	1	12	68
Medium High 24.5-31.4	9	45	48	7	2	21	132
High 31.5-35.0	3	23	19	3	3	12	63
Total	23	93	94	13	6	47	276

The observed Chi-Square for this table at 20 d.f. is 15.04. The critical value of Chi-Square at 20 d.f. at a significance level of .05 is 31.41. Therefore, the observed Chi-Square is not significant.

TABLE 18

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE BELONGED TO A UNION AND EMPLOYER ALLEGIANCE

Employer Allegiance (Y AXIS)	How Long Respondents Have Belonged to a Union, Years (X AXIS)			Total
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9) 30 or more (7.0-8.0)	
Low 7.0-10.4	0	1	0	1
Medium Low 10.5-17.4	5	5	0	10
Neutral 17.5-24.4	22	22	6	52
Medium High 24.5-31.4	80	56	20	165
High 31.5-35.0	14	20	15	50
Total	121	104	41	276

Mean X = 3.00; S.D. X = 1.68; Mean Y = 27.17; S.D. Y = 4.55; N = 276.

The observed r for this table is +0.11. The critical value for r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 19

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE WORKED AS PUBLIC EMPLOYEES AND EMPLOYER ALLEGIANCE

Employer Allegiance (Y AXIS)	How Long Respondents Have Worked as Public Employees, Years (X AXIS)			Total
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)	
Low 7.0-10.4	0	1	0	1
Medium Low 10.5-17.5	5	4	1	10
Neutral 17.5-24.5	20	23	7	52
Medium High 24.5-31.4	78	61	19	163
High 31.5-35.0	8	25	12	50
Total	111	114	39	276

Mean X = 3.11; S.D. X = 1.65; Mean Y = 27.17; S.D. Y = 4.55; N = 276.

The observed r for this table is +0.11. The critical value for r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 20

THE RELATIONSHIP BETWEEN RESPONDENTS' AGES AND EMPLOYER ALLEGIANCE

Employer Allegiance (Y AXIS)	Respondents' Age, Years (X AXIS)			Total
	29 or less (0-2.9)	30-39 (3.0-4.9)	40-49 (5.0-6.9) 50 or more (7.0-9.0)	
Low 7.0-10.4	0	0	1 0	1
Medium Low 10.5-17.4	3	2	5 0	10
Neutral 17.5-24.4	12	13	20 6	51
Medium High 24.5-31.4	54	41	50 17	162
High 31.5-35.0	10	10	22 8	50
Total	79	66	98 31	274

Mean X = 5.07; S.D. X = 1.97; Mean Y = 27.17; S.D. Y = 4.55; N = 274.

The observed r for this table is +0.10. The critical value for r at a .05 significance level at 272 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 21
THE RELATIONSHIP BETWEEN RESPONDENTS' SEX AND EMPLOYER ALLEGIANCE

Employer Allegiance (Y AXIS)	Respondent's Sex (X AXIS)		Total
	Male (1)	Female (2)	
Low: 7.0-10.4	1	0	1
Medium Low 10.5-17.4	9	1	10
Neutral 17.5-24.4	42	10	52
Medium High 24.5-31.4	122	40	162
High 31.5-35.0	35	15	50
Total	209	66	275

The observed Chi-Square for this table at 4 d.f. is 3.07. The critical value of Chi-Square at 4 d.f. at a significance level of .05 is 9.49. Therefore, the observed Chi-Square is not significant.

TABLE 22

THE RELATIONSHIP BETWEEN RESPONDENTS' MARITAL STATUS AND EMPLOYER ALLEGIANCE

Employer Allegiance (Y AXIS)	Respondents' Marital Status (X AXIS)				Total
	Married (1)	Widowed (2)	Divorced (3)	Never Married (4)	
Low 7.0-10.4	1	0	0	0	1
Medium Low 10.5-17.4	9	0	0	1	10
Neutral 17.5-24.4	45	5	1	3	52
Medium High 24.5-31.4	132	6	14	11	163
High 31.5-35.0	34	3	7	6	50
Total	221	12	22	21	276

The observed Chi-Square for this table at 12 d.f. is 10.00. The critical value of Chi-Square at 12 d.f. at a significance level of .05 is 21.03. Therefore, the observed Chi-Square is not significant.

TABLE 23

THE RELATIONSHIP BETWEEN RESPONDENTS' SKILL LEVELS AND EMPLOYER ALLEGIANCE

Employer Allegiance (Y AXIS)	Respondents' Skill Levels (X AXIS)					Total
	Unskilled (1)	Semi-Skilled (2)	Skilled (3)	QP/A ^a (4)	Supervisory (5)	
Low 7.0-10.4	1	0	0	0	0	1
Medium Low 10.5-17.4	5	1	1	2	1	10
Neutral 17.5-24.4	24	19	3	3	3	52
Medium High 24.5-31.4	71	42	20	20	10	163
High 31.5-35.0	20	19	4	5	2	50
Total	121	81	28	30	16	276

^aQuasi-Professional/Administrative.

Mean X = 2.05; S.D. X = 1.22; Mean Y = 27.17; S.D. Y = 4.55; N = 276.

The observed r for this table is -0.02. The critical value of r for a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 24

THE RELATIONSHIP BETWEEN RESPONDENTS' UNION ACTIVITY AND EMPLOYER ALLEGIANCE

Employer Allegiance (Y AXIS)	Respondents' Union Activity (X AXIS)			Total
	Inactive (1)	Active (2)	Union Officer Steward (3) (4)	
Low 7.0-10.4	0	0	1	1
Medium Low 10.5-17.4	3	4	1	10
Neutral 17.5-24.4	15	24	10	52
Medium High 24.5-31.4	43	85	27	163
High 31.5-55.0	11	28	8	50
Total	72	141	47	276

Mean X = 2.14; S.D. X = 0.99; Mean Y = 27.17; S.D. Y = 4.55; N = 276.

The observed r for this table is -0.02. The critical value of r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 25

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF RELATIVE POWER BALANCE BETWEEN UNION AND EMPLOYER AND EMPLOYER ALLEGIANCE

Employer Allegiance (Y AXIS)	Respondents' Perception of Relative Power Balance Between Union and Employer (X AXIS)					Total
	Highly one-sided (1)	Somewhat Imbalanced (2)	Undecided (3)	Fairly Equal (4)	Equal (5)	
Low 7.0-10.4	0	0	0	1	0	1
Medium Low 10.5-17.4	3	3	2	1	1	10
Neutral 17.5-24.4	8	12	15	10	7	52
Medium High 24.5-31.4	9	11	32	89	22	163
High 31.5-35.0	6	4	3	12	25	50
Total	26	30	52	113	55	276

Mean X = 3.51; S.D. X = 1.20; Mean Y = 27.17; S.D. Y = 4.55; N = 276.

The observed r for this table is +0.31. The critical value of r for a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

TABLE 26

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF HARMONY IN UNION-EMPLOYER RELATIONS AND EMPLOYER ALLEGIANCE

Employer Allegiance (Y AXIS)	Respondents' Perception of Harmony in Union-Employer Relations (X AXIS)					Total
	Disharmonious 1.0-2.4	Disharmonious 2.5-4.4	Undecided 4.5-6.4	Harmonious 6.5-8.4	Highly Harmonious 8.5-10.0	
Low 7.0-10.4	0	0	0	1	0	1
Medium Low 10.5-17.4	2	5	1	2	0	10
Neutral 17.5-24.4	6	16	17	13	0	52
Medium High 24.5-31.4	3	24	35	86	15	163
High 31.5-55.0	2	2	6	17	23	50
Total	13	47	59	119	38	276

Mean X = 6.55; S.D. X = 2.09; Mean Y = 27.17; S.D. Y = 4.55; N = 276.

The observed r for this table is +0.48. The critical value of r for a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

TABLE 27

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WHO THE EMPLOYER IS AND EMPLOYER ALLEGIANCE

Employer Allegiance (Y AXIS)	Respondents' Perception of Who the Employer is (X AXIS)						Total
	Foreman (1)	Super-visor (2)	Department Head (5)	City Manager (4)	County Commissioner (5)	Taxpayers (6)	
Low 7.0-10.4	0	0	0	1	0	0	1
Medium Low 10.5-17.4	1	3	3	2	0	2	11
Neutral 17.5-24.4	5	12	20	3	1	10	52
Medium High 24.5-31.4	15	58	50	6	4	30	163
High 31.5-35.0	2	20	21	1	1	5	50
Total	23	93	94	13	6	47	276

The observed Chi-Square for this table at 20 d.f. is 38.94. The critical value of Chi-Square at 20 d.f. at a significance level of .01 is 37.57. Therefore, the observed Chi-Square is significant at the .01 significance level.

TABLE 28

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WHO THE EMPLOYER IS AND EMPLOYER ALLEGIANCE

Employer Allegiance (Y AXIS)	Respondents' Perception of Who the Employer is (X AXIS)					Total
	Foreman (1)	Supervisor (2)	Department Head (3)	City Manager and City Commissioner (4)	Taxpayers and Others (5)	
Low to Neutral 7.0-24.4	6	15	23	7	12	63
Medium High 24.5-51.4	15	58	50	10	50	163
High 51.5-55.0	2	20	21	2	5	50
Total	23	93	94	19	47	276

The observed Chi-Square for this table at 8 d.f. is 9.71. The critical value of Chi-Square at 8 d.f. at a significance level of .05 is 15.51. Therefore, the observed Chi-Square is not significant.

TABLE 29

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE BELONGED TO A UNION AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	How Long Respondents Have Belonged to a Union, Years (X AXIS)			Total	
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)		30 or more (7.0-8.0)
High/Medium High Union Allegiance; High/Medium High Employer Allegiance, i.e., Dual Allegiance 45-70	76	60	27	6	169

Mean X = 2.99; S.D. X = 1.71; Mean Y = 58.86; S.D. Y = 5.08; N = 169.

The observed r for this table is +0.19. The critical value of r for a .05 significance level at 167 d.f. is 0.15. Therefore, the observed r is significant at the .05 significance level.

TABLE 30

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE WORKED AS PUBLIC EMPLOYEES AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	How Long Respondents Have Worked as Public Employees, Years (X AXIS)				Total
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)	30 or more (7.0-8.0)	
High/Medium High Union Allegiance;					
High/Medium High Employer Allegiance, i.e., Dual Allegiance.	68	68	26	7	169

49-70

Mean X = 5.11; S.D. X = 1.63; Mean Y = 58.86; S.D. Y = 5.08; N = 169.

The observed r for this table is +0.24. The critical value of r for a .01 significance level at 167 d.f. is 0.20. Therefore, the observed r is significant at the .01 significance level.

TABLE 51

THE RELATIONSHIP BETWEEN RESPONDENTS' AGES AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	Respondents' Age, Years (X AXIS)		Total
	29 or more (0-2.9)	50-59 (3.0-4.9) 40-49 (5.0-6.9) 50 or more (7.0-9.0)	
High/Medium High Union Allegiance;			
High/Medium High Employer Allegiance	15	51	66
i.e., Dual Allegiance.		53	53
49-70			169

Mean \bar{X} = 5.07; S.D. X = 1.97; Mean \bar{Y} = 58.86; S.D. Y . = 5.08; N = 169.

The observed r for this table is +0.16. The critical value of r for a .05 significance level at 167 d.f. is 0.15. Therefore, the observed r is significant at the .05 significance level.

TABLE 32

THE RELATIONSHIP BETWEEN RESPONDENTS' SEX AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	Respondent's Sex (X AXIS)		Total
	Male (1)	Female (2)	
High Union Allegiance/ High Employer Allegiance 59.5-70	48	19	67
Medium High Union Allegiance/ Medium High Employer Allegiance 49-59.4	72	29	101
Dual Allegiance	120	48	168

The observed Chi-Square for this table at 1 d.f. is .005. The critical value of Chi-Square at 1 d.f. at a significance level of .05 is 3.84. Therefore, the observed Chi-Square is not significant.

TABLE 33

THE RELATIONSHIP BETWEEN RESPONDENTS' MARITAL STATUS AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	Respondents' Marital Status (X AXIS)					Total
	Married (1)	Widowed (2)	Divorced (3)	Never Married (4)		
High Union Allegiance/ High Employer Allegiance 59.5-70	48	4	9	6		67
Medium High Union Allegiance/Medium High Employer Allegiance 49-59.4	81	5	7	9		102
Total	129	9	16	15		169

The observed Chi-Square for this table at 3 d.f. is 0.57. The critical value of Chi-Square at 3 d.f. at a significance level of .05 is 7.82. Therefore, the observed Chi-Square is not significant.

TABLE 34

THE RELATIONSHIP BETWEEN RESPONDENTS' SKILL LEVELS AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	Respondents' Skill Levels (X AXIS)					Total
	Unskilled (1)	Semi- Skilled (2)	Skilled (3)	QP/A ^a (4)	Supervisory (5)	
High/Medium High Union Allegiance; High/Medium High Employer Allegiance, i.e., Dual Allegiance.	80	44	19	19	7	169

49-70

^aQuasi-Professional/Administrative.

Mean X = 1.99; S.D. X = 1.19; Mean Y = 58.86; S.D. Y = 5.08; N = 169.

The observed r for this table is -0.10. The critical value of r for a .05 significance level at 167 d.f. is 0.15. Therefore, the observed r is not significant.

TABLE 35

THE RELATIONSHIP BETWEEN RESPONDENTS' UNION ACTIVITY AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	Respondents' Union Activity (X AXIS)				Total
	Inactive (1)	Active (2)	Steward (3)	Union Officer (4)	
High/Medium High Union Allegiance; High/Medium High Employer Allegiance, i.e., Dual Allegiance. 49-70	39	95	6	29	169

Mean X = 2.15; S.D. X = 0.97; Mean Y = 58.86; S.D. Y = 5.08; N = 169.

The observed r for this table is +0.09. The critical value of r for a .05 significance level at 167 d.f. is 0.15. Therefore, the observed r is not significant.

TABLE 56

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF RELATIVE POWER BALANCE BETWEEN UNION AND EMPLOYER AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	Respondents' Perception of Relative Power Balance Between Union and Employer (X AXIS)				Total	
	Highly one-sided (1)	Somewhat Imbalanced (2)	Undecided (5)	Fairly Equal (4)		
High/Medium High Union Allegiance; High/Medium High Employer Allegiance; i.e., Dual Allegiance.	6	2	23	91	47 (5)	169

Mean X = 4.01; S.D. X = 2.93; Mean Y = 58.86; S.D. Y = 5.08; N = 169.

The observed r for this table is +0.59. The critical value of r for a .01 significance level at 167 d.f. is 0.20. Therefore, the observed r is significant at the .01 significance level.

TABLE 57

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF HARMONY AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	Respondents' Perception of Harmony in Union-Employer Relations (X AXIS)				Total
	Highly Disharmonious (1.0-2.4)	Disharmonious (2.5-4.4)	Undecided (4.5-6.4)	Highly Harmonious (6.5-8.4)	
High/Medium High Union Allegiance;	6	17	52	92	169
High/Medium High Employer Allegiance; i.e., Dual Allegiance.				38	

Mean X = 7.40; S.D. X = 1.69; Mean Y = 58.86; S.D. Y = 5.08; N = 169.

The observed r for this table is +0.40. The critical value of r for a .01 significance level at 167 d.f. is 0.20. Therefore, the observed r is significant at the .01 significance level.

TABLE 38

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WHO THE EMPLOYER IS AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	Respondents' Perception of Who the Employer Is (X AXIS)			Total
	Foreman and Supervisor (1)	Department Head, City Manager, County Commissioners, Taxpayers (2)		
High Union Allegiance/High Employer Allegiance 59.5-70	31	59		70
Medium High Union Allegiance/Medium High Employer Allegiance 49-59.4	41	58		99
Dual Allegiance	72	97		169

The observed Chi-Square for this table at 1 d.f. is 0.12. The critical value of Chi-Square at 1 d.f. at a significance level of .05 is 3.8. Therefore, the observed Chi-Square is not significant.

TABLE 39

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE BELONGED TO A UNION
AND THEIR PERCEPTION OF WORK GROUP COHESIVENESS

Perception of Work Group Cohesiveness (Y AXIS)	How Long Respondents Have Belonged to a Union, Years (X AXIS)			Total
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)	
Low 4.0-6.9	5	2	0	7
Medium Low 7.0-10.9	11	17	2	33
Neutral 11.0-13.9	14	7	7	29
Medium High 14.0-17.9	62	53	27	147
High 18.0-20.0	29	25	5	60
Total	121	104	41	276

Mean X = 3.00; S.D. X = 1.68; Mean Y = 14.99; S.D. Y = 3.58; N = 276.

The observed r for this table is -0.02. The critical value of r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 40

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE BELONGED TO A UNION
AND THEIR PERCEPTION OF WORK GROUP PRODUCTIVITY

Perception of Work Group Productivity (Y AXIS)	How Long Respondents Have Belonged to a Union, Years (X AXIS)			Total
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)	
Low 4.0-6.9	1	1	0	2
Medium Low 7.0-10.9	4	7	1	14
Neutral 11.0-15.9	20	19	6	49
Medium High 14.0-17.9	76	57	26	162
High 18.0-20.0	20	20	8	49
Total	121	104	41	276

Mean X = 5.00; S.D. X = 1.68; Mean Y = 15.05; S.D. Y = 2.69; N = 276.

The observed r for this table is -0.05. The critical value of r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 41

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE BELONGED TO A UNION
AND THEIR PERCEPTION OF WORK GROUP LOYALTY TO EMPLOYER

Perception of Work Group Loyalty to Employer (Y AXIS)	How Long Respondents Have Belonged to a Union, Years (X AXIS)			Total
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)	
Low 4.0-6.9	1	1	0	2
Medium Low 7.0-10.9	11	12	3	30
Neutral 11.0-15.9	37	34	14	87
Medium High 14.0-17.9	62	53	20	138
High 18.0-20.0	10	4	4	19
Total	121	104	41	276

Mean X = 3.00; S.D. X = 1.68; Mean Y = 13.78; S.D. Y = 2.63; N = 276.

The observed r for this table is +0.01. The critical value of r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 42

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE BELONGED TO A UNION AND THEIR PERCEPTION OF WORK GROUP DRIVE AND ENTHUSIASM

Perception of Work Group Drive and Enthusiasm (Y AXIS)	How Long Respondents Have Belonged to a Union, Years (X AXIS)			Total
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)	
Low 4.0-6.9	3	0	0	3
Medium Low 7.0-10.9	9	15	4	32
Neutral 11.0-13.0	16	17	4	40
Medium High 14.0-17.9	64	48	23	137
High 18.0-20.0	29	24	10	64
Total	121	104	41	276

Mean X = 5.00; S.D. X = 1.68; Mean Y = 14.92; S.D. Y = 3.45; N = 276.

The observed r for this table is -0.09. The critical value of r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 45

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE WORKED AS PUBLIC EMPLOYEES
AND THEIR PERCEPTION OF WORK GROUP COHESIVENESS

Perception of Work Group Cohesiveness (Y AXIS)	How Long Respondents Have Worked as Public Employees, Years (X AXIS)			Total	
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)		30 or more (7.0-8.0)
Low 4.0-6.9	5	1	1	0	7
Medium Low 7.0-10.9	11	14	5	3	33
Neutral 11.0-13.9	14	11	3	1	29
Medium High 14.0-17.9	62	58	23	4	147
High 18.0-20.0	19	50	7	4	60
Total	111	114	39	12	276

Mean X = 3.11; S.D. X = 1.65; Mean Y = 14.99; S.D. Y = 3.58; N = 276.

The observed r for this table is +0.03. The critical value of r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 44

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE WORKED AS PUBLIC EMPLOYEES AND THEIR PERCEPTION OF WORK GROUP PRODUCTIVITY

Perception of Work Group Productivity (Y AXIS)	How Long Respondents Have Worked as Public Employees, Years (X AXIS)			Total	
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)		30 or more (7.0-8.0)
Low 4.0-6.9	0	1	1	0	2
Medium Low 7.0-10.9	5	4	5	0	14
Neutral 11.0-13.9	20	20	5	4	49
Medium High 14.0-17.9	72	64	21	5	162
High 18.0-20.0	14	25	7	3	49
Total	111	114	39	12	276

Mean X = 3.11; S.D. X = 1.65; Mean Y = 15.05; S.D. Y = 2.69; N = 276.

The observed r for this table is -0.03. The critical value of r at a significance level of .05 at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 45

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE WORKED AS PUBLIC EMPLOYEES AND THEIR PERCEPTION OF WORK GROUP LOYALTY TO EMPLOYER

Perception of Work Group Loyalty to the Employer (Y AXIS)	How Long Respondents Have Worked as Public Employees, Years (X AXIS)			Total
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)	
Low 4.0-6.9	0	0	2	2
Medium Low 7.0-10.9	11	12	5	30
Neutral 11.0-13.9	36	38	10	87
Medium High 14.0-17.9	56	59	18	138
High 18.0-20.0	8	5	4	19
Total	111	114	39	276

Mean X = 3.11; S.D. X = 1.65; Mean Y = 13.78; S.D. Y = 2.63; N = 276.

The observed r for this table is +0.01. The critical value of r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 46

THE RELATIONSHIP BETWEEN HOW LONG RESPONDENTS HAVE WORKED AS PUBLIC EMPLOYEES AND THEIR PERCEPTION OF WORK GROUP DRIVE AND ENTHUSIASM

Perception of Work Group Drive and Enthusiasm (Y AXIS)	How Long Respondents Have Worked as Public Employees, Years (X AXIS)				Total
	0-9 (1.0-2.9)	10-19 (3.0-4.9)	20-29 (5.0-6.9)	30 or more (7.0-8.0)	
Low 4.0-6.9	2	0	1	0	3
Medium Low 7.0-10.9	12	13	5	2	32
Neutral 11.0-13.9	15	16	6	3	40
Medium High 14.0-17.9	57	59	16	5	137
High 18.0-20.0	25	26	11	2	64
Total	111	114	59	12	276

Mean X = 3.11; S.D. X = 1.65; Mean Y = 14.92; S.D. Y = 3.43; N = 276.

The observed r for this table is -0.03. The critical value of r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 47

THE RELATIONSHIP BETWEEN RESPONDENTS' AGES AND THEIR PERCEPTION OF WORK GROUP COHESIVENESS

Perception of Work Group Cohesiveness (Y AXIS)	Respondents' Ages, Years (X AXIS)			Total	
	20 or less (0-2.9)	30-39 (3.0-4.9)	40-49 (5.0-6.9)		50 or more (7.0-9.0)
Low 4.0-6.9	3	1	3	0	7
Medium Low 7.0-10.9	8	8	13	3	32
Neutral 11.0-13.9	6	4	13	6	29
Medium High 14.0-17.9	46	37	47	16	146
High 18.0-20.0	16	16	22	6	60
Total	79	66	98	51	274

Mean X = 5.07; S.D. X = 1.97; Mean Y = 14.99; S.D. Y = 3.58; N = 274.

The observed r for this table is -0.03. The critical value of r at a .05 significance level at 272 d.f. is 0.12. Therefore, the observed r is not significant.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions.

2. It is essential to ensure that all entries are supported by proper documentation, such as receipts and invoices.

3. Regular audits should be conducted to verify the accuracy of the records and to identify any discrepancies.

4. The second part of the document outlines the procedures for handling disputes and resolving conflicts.

5. It is important to establish clear communication channels and to resolve issues promptly and fairly.

6. The document concludes with a summary of the key points and a statement of the author's intent.

TABLE 48

THE RELATIONSHIP BETWEEN RESPONDENTS' AGES AND THEIR PERCEPTION OF WORK GROUP PRODUCTIVITY

Perception of Work Group Productivity (Y AXIS)	Respondents' Ages, Years (X AXIS)			Total
	29 or less (0-2.9)	30-39 (3.0-4.9)	40-49 (5.0-6.9)	
Low 4.0-6.9	0	0	2	2
Medium Low 7.0-10.9	5	1	8	14
Neutral 11.0-13.9	12	13	16	49
Medium High 14.0-17.9	48	43	53	160
High 18.0-20.0	14	9	19	49
Total	79	66	98	274

Mean X = 5.07; S.D. X = 1.97; Mean Y = 15.05; S.D. Y = 2.69; N = 274.

The observed r for this table is -0.01. The critical value of r at a .05 significance level at 272 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 49

THE RELATIONSHIP BETWEEN RESPONDENTS' AGES AND THEIR PERCEPTION
OF WORK GROUP LOYALTY TO EMPLOYER

Perception of Work Group Loyalty to Employer (Y AXIS)	Respondents' Ages, Years (X AXIS)			Total
	29 or more (0-2.9)	30-39 (3.0-4.9)	40-49 (5.0-6.9)	
Low 4.0-6.9	0	0	2	2
Medium Low 7.0-10.9	8	8	9	30
Neutral 11.0-13.9	26	23	28	85
Medium High 14.0-17.9	40	31	55	138
High 18.0-20.0	5	4	6	19
Total	79	66	98	274

Mean X = 5.07; S.D. X = 1.97; Mean Y = 13.78; S.D. Y = 2.63; N = 274.

The observed r for this table is 0.07. The critical value of r at a .05 significance level at 272 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 50

THE RELATIONSHIP BETWEEN RESPONDENTS' AGES AND THEIR PERCEPTION OF WORK GROUP DRIVE AND ENTHUSIASM

Perception of Work Group Drive and Enthusiasm (Y AXIS)	Respondents' Ages, Years (X AXIS)			Total	
	29 or less (0-2.9)	30-39 (3.0-4.9)	40-49 (5.0-6.9)		50 or more (7.0-9.0)
Low: 4.0-6.9	1	0	2	0	3
Medium Low 7.0-10.9	9	3	16	4	32
Neutral 11.0-13.9	12	12	10	6	40
Medium High 14.0-17.9	37	38	44	16	135
High 18.0-20.0	20	15	26	5	64
Total	79	66	98	51	274

Mean X = 5.07; S.D. X = 1.97; Mean Y = 14.92; S.D. Y = 3.43; N = 274.

The observed r for this table is -0.04. The critical value of r at a .05 significance level at 272 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 51

THE RELATIONSHIP BETWEEN RESPONDENTS' SEX AND THEIR PERCEPTION OF
WORK GROUP COHESIVENESS

Perception of Work Group Cohesiveness (Y AXIS)	Respondents' Sex (X AXIS)		Total
	Male (1)	Female (2)	
Low 4.0-6.9	7	0	7
Medium Low 7.0-10.9	28	5	33
Neutral 11.0-13.9	20	9	29
Medium High 14.0-17.9	111	35	146
High 18.0-20.0	43	17	60
Total	209	66	275

The observed Chi-Square for this table at 4 d.f. is 5.03. The critical value of Chi-Square at 4 d.f. at a significance level of .05 is 9.49. Therefore, the observed Chi-Square is not significant.

TABLE 52

THE RELATIONSHIP BETWEEN RESPONDENTS' SEX AND THEIR PERCEPTION OF
WORK GROUP PRODUCTIVITY

Perception of Work Group Productivity (Y AXIS)	Respondents' Sex (X AXIS)		Total
	Male (1)	Female (2)	
Low 4.0-6.9	2	0	2
Medium Low 7.0-10.9	14	0	14
Neutral 11.0-13.9	41	8	49
Medium High 14.0-17.9	123	38	161
High 18.0-20.0	29	20	49
Total	209	66	275

The observed Chi-Square for this table at 4 d.f. is 14.25. The critical value of Chi-Square at 4 d.f. at a significance level of .01 is 13.28. Therefore, the observed Chi-Square is significant at a significance level of .01.

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TABLE 53

THE RELATIONSHIP BETWEEN RESPONDENTS' SEX AND THEIR PERCEPTION OF
WORK GROUP LOYALTY TO EMPLOYER

Perception of Work Group Loyalty to Employer (Y AXIS)	Respondents' Sex (X AXIS)		Total
	Male (1)	Female (2)	
Low 4.0-6.9	1	1	2
Medium Low 7.0-10.9	28	2	30
Neutral 11.0-13.9	69	17	86
Medium High 14.0-17.9	97	41	138
High 18.0-20.0	14	5	19
Total	209	66	275

The observed Chi-Square for this table at 4 d.f. is 9.05. The critical value of Chi-Square at 4 d.f. at a significance level of .05 is 9.49. Therefore, the observed Chi-Square is not significant.

TABLE 54

THE RELATIONSHIP BETWEEN RESPONDENTS' SEX AND THEIR PERCEPTION OF
WORK GROUP DRIVE AND ENTHUSIASM

Perception of Work Group Drive and Enthusiasm (Y AXIS)	Respondents' Sex (X AXIS)		Total
	Male (1)	Female (2)	
Low 4.0-6.9	3	0	3
Medium Low 7.0-10.9	29	3	32
Neutral 11.0-15.9	34	6	40
Medium High 14.0-17.9	102	34	136
High 18.0-20.0	41	23	64
Total	209	66	275

The observed Chi-Square for this table at 4 d.f. is 11.55. The critical value of Chi-Square at 4 d.f. at a significance level of .05 is 9.49. Therefore, the observed Chi-Square is significant at the .05 significance level.

TABLE 55

THE RELATIONSHIP BETWEEN RESPONDENTS' MARITAL STATUS AND THEIR PERCEPTION
OF WORK GROUP COHESIVENESS

Perception of Work Group Cohesiveness (Y AXIS)	Marital Status (X AXIS)				Total
	Married (1)	Widowed (2)	Divorced (3)	Never Married (4)	
Low 4.0-6.9	5	0	0	2	7
Medium Low 7.0-10.9	29	1	1	2	33
Neutral 11.0-13.9	26	1	2	0	29
Medium High 14.0-17.9	116	10	11	10	147
High 18.0-20.0	45	0	8	7	60
Total	221	12	22	21	276

The observed Chi-Square for this table at 12 d.f. is 17.60. The critical value of Chi-Square at 12 d.f. at a significance level of .05 is 21.03. Therefore, the observed Chi-Square is not significant.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In the second section, the author outlines the various methods used to collect and analyze the data. This includes both primary and secondary data collection techniques. The primary data was gathered through direct observation and interviews with key personnel. Secondary data was obtained from internal company reports and industry publications.

The analysis of the data revealed several key trends and insights. One of the most significant findings was the impact of market fluctuations on the company's performance. The data shows a clear correlation between market volatility and changes in sales volume and profit margins.

Based on these findings, the author proposes several strategic recommendations. These include diversifying the product line to reduce dependency on a single market, improving operational efficiency to lower costs, and strengthening relationships with key suppliers and customers.

Finally, the document concludes by highlighting the need for continuous monitoring and evaluation of the company's performance. Regular audits and reviews are essential to ensure that the company remains competitive and adaptable in a rapidly changing market environment.

TABLE 56

THE RELATIONSHIP BETWEEN RESPONDENTS' MARITAL STATUS AND THEIR PERCEPTION OF WORK GROUP PRODUCTIVITY

Perception of Work Group Productivity (Y AXIS)	Respondents' Marital Status (X AXIS)				Total
	Married (1)	Widowed (2)	Divorced (3)	Never Married (4)	
Low 4.0-6.9	2	0	0	0	2
Medium Low 7.0-10.9	11	1	0	2	14
Neutral 11.0-13.9	44	2	2	1	49
Medium High 14.0-17.9	130	6	13	13	162
High 18.0-20.0	54	3	7	5	49
Total	221	12	22	21	276

The observed Chi-Square for this table at 12 d.f. is 10.33. The critical value of Chi-Square at 12 d.f. at a significance level of .05 is 21.03. Therefore, the observed Chi-Square is not significant.

TABLE 57

THE RELATIONSHIP BETWEEN RESPONDENTS' MARITAL STATUS AND THEIR
PERCEPTION OF WORK GROUP LOYALTY TO EMPLOYER

Perception of Work Group Loyalty to Employer (Y AXIS)	Respondents' Marital Status (X AXIS)				Total
	Married (1)	Widowed (2)	Divorced (3)	Never Married (4)	
Low 4.0-6.9	2	0	0	0	2
Medium Low 7.0-10.9	28	0	0	2	30
Neutral 11.0-13.9	70	5	6	6	87
Medium High 14.0-17.9	107	6	15	10	138
High 18.0-20.0	14	1	1	3	19
Total	221	12	22	21	276

The observed Chi-Square for this table at 12 d.f. is 9.03. The critical value of Chi-Square at 12 d.f. at a significance level of .05 is 21.03. Therefore, the observed Chi-Square is not significant.

TABLE 58

THE RELATIONSHIP BETWEEN RESPONDENTS' MARITAL STATUS AND THEIR PERCEPTION OF WORK GROUP DRIVE AND ENTHUSIASM

Perception of Work Group Drive and Enthusiasm (Y AXIS)	Respondents' Marital Status (X AXIS)				Total
	Married (1)	Widowed (2)	Divorced (3)	Never Married (4)	
Low 4.0-6.9	3	0	0	0	3
Medium Low 7.0-10.9	26	1	2	3	32
Neutral 11.0-13.9	37	1	0	2	40
Medium High 14.0-17.9	109	6	13	9	137
High 18.0-20.0	46	4	7	7	64
Total	221	12	22	21	276

The observed Chi-Square for this table at 12 d.f. is 9.05. The critical value of Chi-Square at 12 d.f. at a significance level of .05 is 21.03. Therefore, the observed Chi-Square is not significant.

TABLE 59

THE RELATIONSHIP BETWEEN RESPONDENTS' SKILL LEVELS AND THEIR
PERCEPTION OF WORK GROUP COHESIVENESS

Perception of Work Group Cohesiveness (Y AXIS)	Respondents' Skill Levels (X AXIS)					Total
	Unskilled (1)	Semi- Skilled (2)	Skilled (3)	QP/A ^a (4)	Super- visory (5)	
Low 4.0-6.9	4	3	0	0	0	7
Medium Low 7.0-10.9	10	9	4	5	5	33
Neutral 11.0-13.9	16	7	3	3	0	29
Medium High 14.0-17.9	64	42	17	15	9	147
High 18.0-20.0	27	20	4	7	2	60
Total	121	81	28	30	16	276

^aQuasi-Professional/Administrative.

Mean X = 2.05; S.D. X = 1.22; Mean Y = 14.99; S.D. Y = 3.58; N = 276.

The observed r for this table is -0.07. The critical value of r for a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 60

THE RELATIONSHIP BETWEEN RESPONDENTS' SKILL LEVELS AND THEIR PERCEPTION OF WORK GROUP PRODUCTIVITY

Perception of Work Group Productivity (Y AXIS)	Respondents' Skill Levels (X AXIS)					Total
	Unskilled (1)	Semi-Skilled (2)	Skilled (3)	QP/Aa (4)	Super-Visory (5)	
Low 4.0-6.9	2	0	0	0	0	2
Medium Low 7.0-10.9	4	7	1	0	2	14
Neutral 11.0-13.9	22	12	6	6	5	49
Medium High 14.0-17.9	70	49	19	16	8	162
High 18.0-20.0	23	13	2	8	5	49
Total	121	81	28	30	16	276

^cQuasi-Professional/Administrative.

Mean X = 2.05; S.D. X = 1.22; Mean Y = 15.05; S.D. Y = 2.69; N = 276.

The observed r for this table is +0.01. The critical value of r for a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 61

THE RELATIONSHIP BETWEEN RESPONDENTS' SKILL LEVELS AND THEIR PERCEPTION
OF WORK GROUP LOYALTY TO EMPLOYER

Perception of Work Group Loyalty to Employer (Y AXIS)	Respondents' Skill Levels (X AXIS)					Total
	Unskilled (1)	Seni- Skilled (2)	Skilled (3)	QP/A ² (4)	Super- visory (5)	
Low 4.0-6.9	1	0	0	1	0	2
Medium Low 7.0-10.9	8	12	3	2	5	30
Neutral 11.0-15.9	37	27	9	9	5	87
Medium High 14.0-17.9	69	37	14	13	5	138
High 18.0-20.0	6	5	2	5	1	19
Total	121	81	28	30	16	276

²Quasi-Professional/Administrative.

Mean X = 2.05; S.D. X = 1.22; Mean Y = 13.78; S.D. Y = 2.63; N = 276.

The observed r for this table is -0.06. The critical value of r for a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 62

THE RELATIONSHIP BETWEEN RESPONDENTS' SKILL LEVELS AND THEIR PERCEPTION OF WORK GROUP DRIVE AND ENTHUSIASM

Perception of Work Group Drive and Enthusiasm (Y AXIS)	Respondents' Skill Levels (X AXIS)					Total
	Unskilled (1)	Semi-Skilled (2)	Skilled (3)	QP/A ^a (4)	Supervisory (5)	
Low 4.0-6.9	2	1	0	0	0	3
Medium Low 7.0-10.9	8	13	4	4	3	32
Neutral 11.0-15.9	17	11	3	4	5	40
Medium High 14.0-17.9	62	37	18	14	6	137
High 18.0-20.0	52	19	3	8	2	64
Total	121	81	28	30	16	276

^aQuasi-Professional/Administrative

Mean X = 2.05; S.D. X = 1.22; Mean Y = 14.92; S.D. Y = 3.45; N = 276.

The observed r for this table is -0.09. The critical value of r for a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 65

THE RELATIONSHIP BETWEEN RESPONDENTS' UNION ACTIVITY AND THEIR PERCEPTION OF WORK GROUP COHESIVENESS

Perception of Work Group Cohesiveness (Y AXIS)	Respondents' Union Activity (X AXIS)				Total
	Inactive (1)	Active (2)	Steward (3)	Union Officer (4)	
Low 4.0-6.9	4	2	0	1	7
Medium Low 7.0-10.9	6	15	2	10	33
Neutral 11.0-13.9	12	14	2	1	29
Medium High 14.0-17.9	36	78	8	25	147
High 18.0-20.0	14	52	4	10	60
Total	72	141	16	47	276

Mean X = 2.14; S.D. X = 0.99; Mean Y = 14.99; S.D. Y = 3.58; N = 276.

The observed r for this table is 0.00. The critical value of r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 64

THE RELATIONSHIP BETWEEN RESPONDENTS' UNION ACTIVITY AND THEIR PERCEPTION OF WORK GROUP PRODUCTIVITY

Perception of Work Group Productivity (Y AXIS)	Respondents' Union Activity (X AXIS)				Total
	Inactive (1)	Active (2)	Steward (3)	Union Officer (4)	
Low 4.0-6.9	1	0	0	1	2
Medium Low 7.0-10.9	3	7	0	4	14
Neutral 11.0-13.9	13	21	7	8	49
Medium High 14.0-17.9	41	84	9	28	162
High 18.0-20.0	14	29	0	6	49
Total	72	141	16	47	276

Mean X = 2.14; S.D. X = 0.99; Mean Y = 15.05; S.D. Y = 2.69; N = 276.

The observed r for this table is -0.06. The critical value of r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 65

THE RELATIONSHIP BETWEEN RESPONDENTS' UNION ACTIVITY AND THEIR
PERCEPTION OF WORK GROUP LOYALTY TO EMPLOYER

Perception of Work Group Loyalty to Employer (Y AXIS)	Respondents' Union Activity (X AXIS)				Total
	Inactive (1)	Active (2)	Steward (3)	Union Officer (4)	
Low 4.0-6.9	2	0	0	0	2
Medium Low 7.0-10.9	9	9	3	9	50
Neutral 11.0-13.9	20	47	6	14	87
Medium High 14.0-17.9	39	72	5	22	158
High 18.0-20.0	2	13	2	2	19
Total	72	141	16	47	276

Mean X = 2.14; S.D. X = 0.99; Mean Y = 13.78; S.D. Y = 2.63; N = 276.

The observed r for this table is -0.02. The critical value of r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 66

THE RELATIONSHIP BETWEEN RESPONDENTS' UNION ACTIVITY AND THEIR
PERCEPTION OF WORK GROUP DRIVE AND ENTHUSIASM

Perception of Work Group Drive and Enthusiasm (Y AXIS)	Respondents' Union Activity (X AXIS)				Total
	Inactive (1)	Active (2)	Steward (3)	Union Officer (4)	
Low 4.0-6.9	2	1	0	0	5
Medium Low 7.0-10.9	9	13	3	7	32
Neutral 11.0-15.9	13	16	4	7	40
Medium High 14.0-17.9	36	71	8	22	137
High 18.0-20.0	12	40	1	11	64
Total	72	141	16	47	276

Mean X = 2.14; S.D. X = 0.99; Mean Y = 14.92; S.D. Y = 3.43; N = 276.

The observed r for this table is 0.03. The critical value of r at a .05 significance level at 274 d.f. is 0.12. Therefore, the observed r is not significant.

TABLE 67

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF THE RELATIVE POWER BALANCE BETWEEN THE UNION AND EMPLOYER AND THEIR PERCEPTION OF WORK GROUP COHESIVENESS

Perception of Work Group Cohesiveness (Y AXIS)	Respondents' Perception of Relative Power Balance Between Union and Employer (X AXIS)					Total
	Highly one-sided (1)	Somewhat Imbalanced (2)	Undecided (3)	Fairly Equal (4)	Equal (5)	
Low: 4.0-6.9	3	1	1	1	1	7
Medium Low 7.0-10.9	4	5	9	11	4	33
Neutral 11.0-13.9	5	3	11	11	1	29
Medium High 14.0-17.9	10	18	22	72	25	147
High 18.0-20.0	6	5	9	18	24	60
Total	26	30	52	113	55	276

Mean X = 3.51; S.D. X = 1.20; Mean Y = 14.99; S.D. Y = 3.58; N = 276.

The observed r for this table is +0.26. The critical value of r for a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

TABLE 68

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF THE RELATIVE POWER BALANCE BETWEEN THE UNION AND EMPLOYER AND THEIR PERCEPTION OF WORK GROUP PRODUCTIVITY

Perception of Work Group Productivity (Y AXIS)	Respondents' Perception of Relative Power Balance Between Union and Employer (X AXIS)					Total
	Highly one-sided (1)	Somewhat Imbalanced (2)	Undecided (3)	Fairly Equal (4)	Equal (5)	
Low 4.0-6.9	1	0	0	1	0	2
Medium Low 7.0-10.9	2	2	4	6	0	14
Neutral 11.0-13.9	4	5	14	22	4	49
Medium High 14.0-17.9	11	20	31	67	33	162
High 18.0-20.0	8	3	3	17	18	49
Total	26	30	52	113	55	276

Mean X = 3.51; S.D. X = 1.20; Mean Y = 15.05; S.D. Y = 2.69; N = 276.

The observed r for this table is +0.19. The critical value of r for a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

1. The first part of the document is a list of names and addresses.

2. The second part of the document is a list of names and addresses.

3. The third part of the document is a list of names and addresses.

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TABLE 69

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF THE RELATIVE POWER BALANCE BETWEEN THE UNION AND EMPLOYER AND THEIR PERCEPTION OF WORK GROUP LOYALTY TO EMPLOYER

Perception of Work Group Loyalty to Employer (Y AXIS)	Respondents' Perception of Relative Power Balance Between Union and Employer (X AXIS)					Total
	Highly one-sided (1)	Somewhat Imbalanced (2)	Undecided (5)	Fairly Equal (4)	Equal (5)	
Low 4.0-6.9	1	0	1	0	0	2
Medium Low 7.0-10.9	4	7	5	12	2	30
Neutral 11.0-13.9	12	11	23	24	17	87
Medium High 14.0-17.9	7	11	22	71	27	138
High 18.0-20.0	2	1	1	6	9	19
Total	26	30	52	113	55	276

Mean X = 3.51; S.D. X = 1.20; Mean Y = 13.78; S.D. Y = 2.63; N = 276.

The observed r for this table is +0.24. The critical value of r for a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

TABLE 70

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF THE RELATIVE POWER BALANCE BETWEEN THE UNION AND EMPLOYER AND THEIR PERCEPTION OF WORK GROUP DRIVE AND ENTHUSIASM

Perception of Work Group Drive and Enthusiasm (Y AXIS)	Respondents' Perception of Relative Power Balance Between Union and Employer (X AXIS)					Total
	Highly one-sided (1)	Somewhat Imbalanced (2)	Undecided (3)	Fairly Equal (4)	Equal (5)	
Low: 4.0-6.9	3	0	0	0	0	3
Medium Low 7.0-10.9	3	8	7	10	4	32
Neutral 11.0-13.9	4	4	15	16	1	40
Medium High 14.0-17.9	11	16	21	64	25	137
High 18.0-20.0	5	2	9	23	25	64
Total	26	30	52	113	55	276

Mean X = 5.51; S.D. X = 1.20; Mean Y = 14.92; S.D. Y = 3.45; N = 276.

The observed r for this table is +0.32. The critical value of r for a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

Year	1900	1905	1910	1915	1920	1925	1930	1935	1940	1945	1950	1955	1960	1965	1970	1975	1980	1985	1990	1995	2000	2005	2010	2015	2020																																																																																																																																																												
Population	100	105	110	115	120	125	130	135	140	145	150	155	160	165	170	175	180	185	190	195	200	205	210	215	220	225	230	235	240	245	250	255	260	265	270	275	280	285	290	295	300	305	310	315	320	325	330	335	340	345	350	355	360	365	370	375	380	385	390	395	400	405	410	415	420	425	430	435	440	445	450	455	460	465	470	475	480	485	490	495	500	505	510	515	520	525	530	535	540	545	550	555	560	565	570	575	580	585	590	595	600	605	610	615	620	625	630	635	640	645	650	655	660	665	670	675	680	685	690	695	700	705	710	715	720	725	730	735	740	745	750	755	760	765	770	775	780	785	790	795	800	805	810	815	820	825	830	835	840	845	850	855	860	865	870	875	880	885	890	895	900	905	910	915	920	925	930	935	940	945	950	955	960	965	970	975	980	985	990	995	1000

TABLE 71

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF HARMONY IN UNION-EMPLOYER RELATIONS AND THEIR PERCEPTION OF WORK GROUP COHESIVENESS

Perception of Work Group Cohesiveness (Y AXIS)	Respondents' Perception of Harmony in Union-Employer Relations (X AXIS)					Total
	Highly Disharmonious 1-2.4	Disharmonious 2.5-4.4	Undecided 4.5-6.4	Harmonious 6.5-8.4	Highly Harmonious 8.5-10	
Low: 4.0-6.9	3	2	1	1	0	7
Medium Low 7.0-10.9	1	16	10	6	0	33
Neutral 11.0-13.9	1	6	9	12	1	29
Medium High 14.0-17.9	5	18	29	77	18	147
High 18.0-20.0	3	5	10	23	29	60
Total	15	47	59	119	38	276

Mean X = 6.55; S.D. X = 2.09; Mean Y = 14.99; S.D. Y = 3.58; N = 276.

The observed r for this table is +0.40. The critical value of r at a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

TABLE 72

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF HARMONY IN UNION-EMPLOYER RELATIONS AND THEIR PERCEPTION OF WORK GROUP PRODUCTIVITY

Perception of Work Group Productivity (Y AXIS)	Respondents' Perception of Harmony in Union-Employer Relations (X AXIS)					Total
	Highly Disharmonious 1-2.4	Disharmonious 2.5-4.4	Undecided 4.5-6.4	Harmonious 6.5-8.4	Highly Harmonious 8.5-10	
Low 4.0-6.9	0	0	1	1	0	2
Medium Low 7.0-10.9	0	8	3	3	0	14
Neutral 11.0-13.9	4	11	12	19	3	49
Medium High 14.0-17.9	7	23	36	75	21	162
High 18.0-20.0	2	5	7	21	14	49
Total	13	47	59	119	38	276

Mean X = 6.55; S.D. X = 2.09; Mean Y = 15.05; S.D. Y = 2.69; N = 276.

The observed r for this table is +0.24. The critical value of r at a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

TABLE 75

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF HARMONY IN UNION-EMPLOYER RELATIONS AND THEIR PERCEPTION OF WORK GROUP LOYALTY TO EMPLOYER

Perception of Work Group Loyalty to Employer (Y AXIS)	Respondents' Perception of Harmony in Union-Employer Relations (X AXIS)					Total
	Highly Disharmonious 1-2.4	Disharmonious 2.5-4.4	Undecided 4.5-6.4	Harmonious 6.5-8.4	Highly Harmonious 8.5-10	
Low 4.0-6.9	0	1	1	0	0	2
Medium Low 7.0-10.9	2	14	6	7	1	30
Neutral 11.0-13.9	7	22	30	25	5	87
Medium High 14.0-17.9	3	10	20	81	24	138
High 18.0-20.0	1	0	2	6	10	19
Total	13	47	59	119	38	276

Mean X = 6.55; S.D. X = 2.09; Mean Y = 13.78; S.D. Y = 2.63; N = 276.

The observed r for this table is +0.49. The critical value of r for a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

TABLE 74

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF HARMONY IN UNION-EMPLOYER RELATIONS AND THEIR PERCEPTION OF WORK GROUP DRIVE AND ENTHUSIASM

Perception of Work Group Drive and Enthusiasm (Y AXIS)	Respondents' Perception of Harmony in Union-Employer Relations (X AXIS)					Total
	Highly Disharmonious 1-2.4	Disharmonious 2.5-4.4	Undecided 4.5-6.4	Harmonious 6.5-8.4	Highly Harmonious 8.5-10	
Low 4.0-6.9	2	0	1	0	0	3
Medium Low 7.0-10.9	4	13	6	9	0	32
Neutral 11.0-13.9	1	13	11	15	0	40
Medium High 14.0-17.9	5	20	29	66	17	137
High 18.0-20.0	1	1	12	29	21	64
Total	13	47	59	119	38	276

Mean X = 6.55; S.D. X = 2.09; Mean Y = 14.92; S.D. Y = 3.43; N = 276.

The observed r for this table is +0.42. The critical value of r for a .01 significance level at 274 d.f. is 0.16. Therefore, the observed r is significant at the .01 significance level.

TABLE 75

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WHO THEIR EMPLOYER IS AND THEIR PERCEPTION OF WORK GROUP COHESIVENESS

Perception of Work Group Cohesiveness (Y AXIS)	Respondents' Perception of Who the Employer Is (X AXIS)						
	Foreman (1)	Supervisor (2)	Department Head (3)	Manager (4)	County Commissioner (5)	Taxpayers (6)	Total
Low 4.0-6.9	2	0	2	3	0	0	7
Medium Low 7.0-10.9	1	11	12	3	1	5	35
Neutral 11.0-13.9	2	8	14	1	1	3	29
Medium High 14.0-17.9	12	55	46	3	2	29	147
High 18.0-20.0	6	19	20	3	2	10	60
Total	23	93	94	13	6	47	276

The observed Chi-Square for this table at 20 d.f. is 40.25. The critical value of Chi-Square at 20 d.f. at a significance level of .01 is 37.57. Therefore, the observed Chi-Square is significant at the .01 significance level.

TABLE 76

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WHO THEIR EMPLOYER IS AND THEIR PERCEPTION OF WORK GROUP COHESIVENESS

Perception of Work Group Cohesiveness (Y AXIS)	Respondent's Perception of Who the Employer Is (X AXIS)			Total
	Foreman and Supervisor (1)	Department Head (2)	City Manager, County Commissioner, and Taxpayers (3)	
Low and Medium Low; 4.0-10.9	14	14	12	40
Neutral 11.0-13.9	10	14	5	29
Medium High 14.0-17.9	67	46	34	147
High 18.0-20.0	25	20	15	60
Total	116	94	66	276

The observed Chi-Square for this table at 6 d.f. is 4.60. The critical value of Chi-Square at 6 d.f. at a significance level of .05 is 12.50. Therefore, the observed Chi-Square is not significant.

TABLE 77

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WHO THEIR EMPLOYER IS AND THEIR PERCEPTION OF WORK GROUP PRODUCTIVITY

Perception of Work Group Productivity (Y AXIS)	Respondents' Perception of Who the Employer Is (X AXIS)						Total
	Foreman (1)	Supervisor (2)	Department Head (3)	City Manager (4)	County Commissioner (5)	Taxpayers (6)	
Low 4.0-6.9	1	0	0	1	0	0	2
Medium Low 7.0-10.9	1	3	7	1	0	2	14
Neutral 11.0-13.9	7	10	15	4	2	11	49
Medium High 14.0-17.9	10	61	54	5	3	29	162
High 18.0-20.0	4	19	18	2	1	5	49
Total	23	93	94	13	6	47	276

The observed Chi-Square for this table at 20 d.f. is 29.86. The critical value of Chi-Square at 20 d.f. at a significance level of .05 is 31.41. Therefore, the observed Chi-Square is not significant.

1875

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TABLE 78

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WHO THEIR EMPLOYER IS AND THEIR PERCEPTION OF WORK GROUP LOYALTY TO EMPLOYER

Perception of Work Group Loyalty to Employer (Y AXIS)	Respondents' Perception of Who the Employer Is (X AXIS)						Total
	Foreman (1)	Supervisor (2)	Department Head (3)	City Manager (4)	County Commissioner (5)	Taxpayers (6)	
Low 4.0-6.9	1	1	0	0	0	0	.2
Medium Low 7.0-10.9	3	8	10	2	0	7	30
Neutral 11.0-13.9	10	29	26	5	2	15	87
Medium High 14.0-17.9	8	49	49	5	4	23	158
High 18.0-20.0	1	6	9	1	0	2	19
Total	23	93	94	13	6	47	276

The observed Chi-Square for this table at 20 d.f. is 14.52. The critical value of Chi-Square at 20 d.f. at a significance level of .05 is 31.41. Therefore, the observed Chi-Square is not significant.

TABLE 79

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WHO THEIR EMPLOYER IS AND THEIR PERCEPTION OF WORK GROUP DRIVE AND ENTHUSIASM

Perception of Work Group Drive and Enthusiasm (Y AXIS)	Respondents' Perception of Who the Employer Is (X AXIS)						Total
	Foreman (1)	Supervisor (2)	Department Head (3)	City Manager (4)	County Commissioner (5)	Taxpayers (6)	
Low 4.0-6.9	2	0	1	0	0	0	3
Medium Low 7.0-10.9	3	6	11	7	0	5	32
Neutral 11.0-13.9	5	11	14	1	1	8	40
Medium High 14.0-17.9	11	52	46	1	4	23	137
High 18.0-20.0	2	24	22	4	1	11	64
Total	23	93	94	13	6	47	276

The observed Chi-Square for this table at 20 d.f. is 48.45. The critical value of Chi-Square at 20 d.f. at a significance level of .01 is 37.57. Therefore, the observed Chi-Square is significant at the .01 significance level.

TABLE 80

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WHO THEIR EMPLOYER IS
AND THEIR PERCEPTION OF WORK GROUP DRIVE AND ENTHUSIASM

Perception of Work Group Drive and Enthusiasm (Y AXIS)	Respondents' Perception of Who the Employer Is (X AXIS)			Total
	Foreman and Supervisor (1)	Department Head (2)	City Manager, County Commissioner, and Taxpayers (3)	
Low and Medium Low; 4.0-10.9	11	12	12	35
Neutral 11.0-13.9	16	14	10	40
Medium High 14.0-17.9	65	46	28	137
High 18.0-20.0	26	22	16	64
Total	116	94	66	276

The observed Chi-Square for this table at 6 d.f. is 3.86. The critical value of Chi-Square at 6 d.f. at a significance level of .05 is 12.59. Therefore, the observed Chi-Square is not significant.

1. The first part of the document is a list of names and addresses of the members of the committee.

2. The second part of the document is a list of the names and addresses of the members of the committee.

3. The third part of the document is a list of the names and addresses of the members of the committee.

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TABLE 81
 INTERCORRELATIONS OF PERCEPTIONS OF WORK GROUP CHARACTERISTICS

Perception of Work Group	Perception of Work Group		
	Cohesiveness	Productivity	Loyalty to the Employer
Drive and Enthusiasm	+0.71	+0.65	+0.51
Loyalty to the Employer	+0.47	+0.42	--
Productivity	+0.58	--	--
Cohesiveness	--	--	--

TABLE 82

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WORK GROUP COHESIVENESS AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	Respondents' Perception of Work Group Cohesiveness (X AXIS)				
	Low		Medium		High
	4.0-6.9	7.0-10.9	11.0-15.9	14.0-17.9	18.0-20.0
High/Medium	0	5	12	102	50
High Union Allegiance;					
High/Medium					169
High Employer Allegiance; i.e., Dual Allegiance					

Mean X = 16.37; S.D. X = 2.43; Mean Y = 58.86; S.D. Y = 5.08; N = 169.

The observed r for this table is +0.41. The critical value of r for a .01 significance level at 167 d.f. is 0.20. Therefore, the observed r is significant at the .01 significance level.

TABLE 83

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WORK GROUP PRODUCTIVITY AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	Respondents' Perception of Work Group Productivity (X AXIS)					
	Medium		High		Total	
	Low	Neutral	High	High	High	Total
High/Medium	4.0-6.9	7.0-10.9	11.0-13.9	14.0-17.9	18.0-20.0	
High Union Allegiance;	0	4	23	102	40	169
High/Medium High Employer Allegiance; i.e., Dual Allegiance						

49-70

Mean X = 15.73; S.D. X = 2.35; Mean Y = 58.86; S.D. Y = 5.08; N = 169.

The observed r for this table is +0.40. The critical value of r for a .01 significance level at 167 d.f. is 0.20. Therefore, the observed r is significant at the .01 significance level.

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TABLE 84

THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WORK GROUP LOYALTY TO EMPLOYER AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	Respondents' Perception of Work Group Loyalty to Employer (X AXIS)				Total
	Medium		Medium		
	Low	High	Neutral	High	
	4.0-6.9	7.0-10.9	11.0-13.9	14.0-17.9	18.0-20.0
High/Medium High Union Allegiance; High/Medium High Employer Allegiance; i.e., Dual Allegiance	0	8	38	106	17
					169

Mean X = 14.65; S.D. X = 2.27; Mean Y = 58.86; S.D. Y = 5.08; N = 169.

The observed r for this table is +0.34. The critical value of r for a .01 significance level at 167 d.f. is 0.20. Therefore, the observed r is significant at the .01 significance level.

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TABLE 85
 THE RELATIONSHIP BETWEEN RESPONDENTS' PERCEPTION OF WORK GROUP DRIVE
 AND ENTHUSIASM AND DUAL ALLEGIANCE

Measured Level of Union/Employer Allegiance (Y AXIS)	Perception of Work Group Drive			Perception of Work Group Drive and Enthusiasm (X AXIS)	
	Low 4.0-6.9	Medium Low 7.0-10.9	Neutral 11.0-13.9	High 14.0-17.9	High 18.0-20.0
High/Medium	0	5	16	92	58
High Union Allegiance;					
High/Medium					169
High Employer Allegiance; i.e., Dual Allegiance					
49-70					

Mean X = 16.39; S.D. X = 2.42; Mean Y = 58.86; S.D. Y = 5.08; N = 169.

The observed r for this table is +0.45. The critical value of r for a .01 significance level at 167 d.f. is 0.20. Therefore, the observed r is significant at the .01 significance level.

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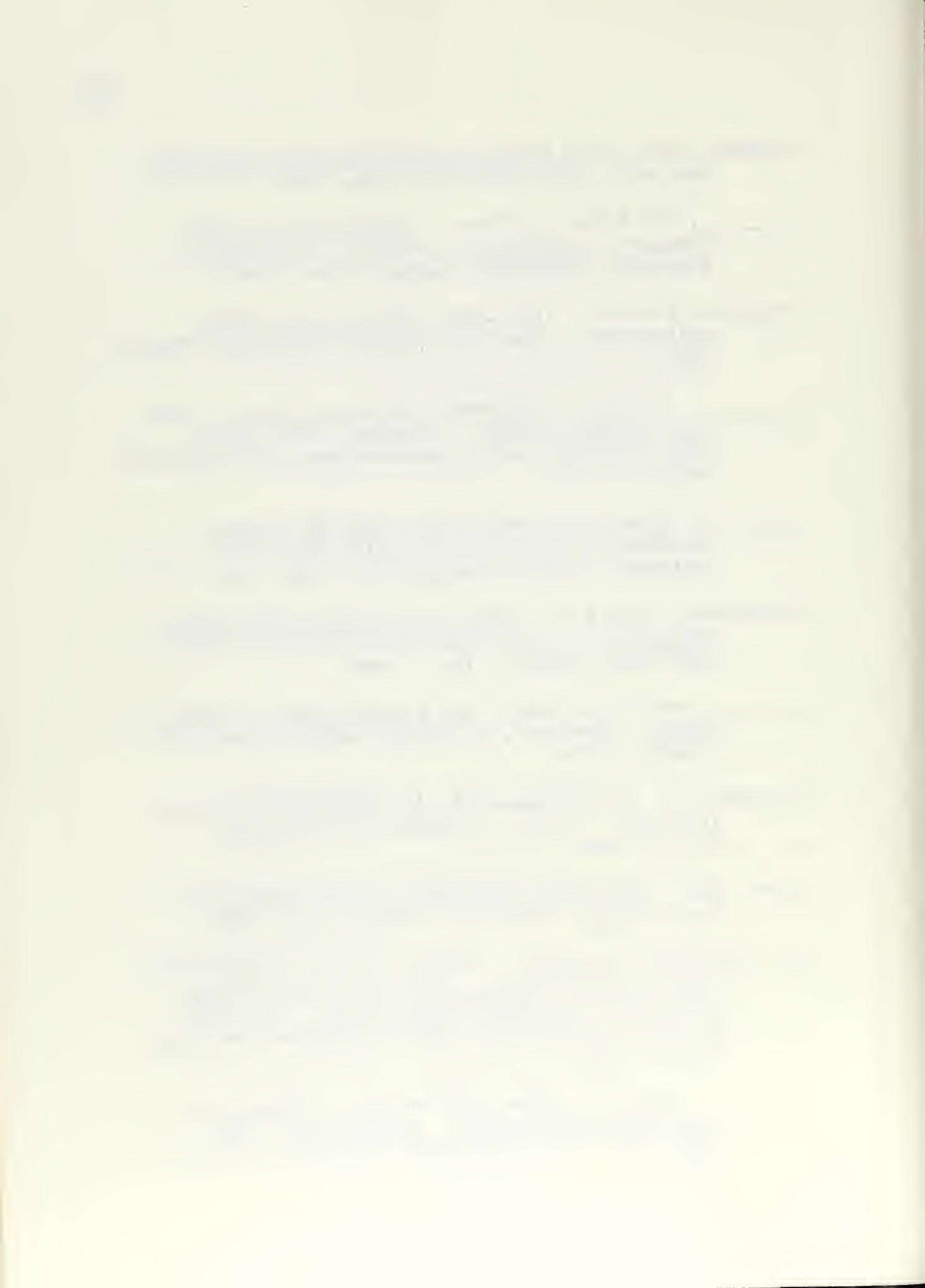
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ATTITUDINAL PATTERNS OF UNIONIZED
PUBLIC EMPLOYEES: AN
EMPIRICAL STUDY

ABSTRACT OF
DISSERTATION

Presented in Partial Fulfillment of the Requirements
for the Degree Doctor of Philosophy in the
Graduate School of The Ohio
State University

by

George Emery Biles, B.S., A.M.

* * * * *

The Ohio State University
1969

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ATTITUDINAL PATTERNS OF UNIONIZED
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EMPIRICAL STUDY

by

George Emery Biles, Ph.D.

The Ohio State University, 1969

Associate Professor Orlando C. Behling, Adviser

This study investigated certain unionized public employees' attitudes in an environment of perceived harmony.

The scope of analysis included:

1. an inquiry into unionized public employees' attitudes toward their union and employer and the relationship between these attitudes;
2. an inquiry into the extent of "dual allegiance" toward both union and employer exhibited by these employees;
3. an inquiry into these employees' perceptions of their work groups' cohesiveness, productivity, loyalty to employer, and drive and enthusiasm;
4. an analysis of personal classificatory data concerning the respondents which included their length of membership in a union, how many years spent as a public employee, age, sex, marital status, skill level, level of

union activity, perception of who their employer is, perception of harmony/conflict between union and employer, and perception of the relative union-employer power balance; and

5. the relationships between these various attitudes and the classificatory data.

A mail survey was made of 600 members of Cincinnati District Council 51 of the American Federation of State, County, and Municipal Employees, AFL-CIO which is located in southern Ohio and northern Kentucky. A 50% response rate was realized. Either product-moment coefficients of correlation or Chi-Square tests of independence in contingency tables were used to determine the degree of relationships in each of the analyses.

The results indicated that:

1. 61.3% of the respondents exhibit "dual allegiance";
2. 13.1% exhibit neutral union allegiance and positive employer allegiance;
3. 10.1% exhibit neutral allegiances to both union and employer;
4. 7.6% exhibit positive union allegiance and neutral employer allegiance;
5. attitudes toward union and employer are positively correlated;

6. skill level and union allegiance are inversely correlated;
7. union activity and union allegiance are positively correlated;
8. the perception of union-employer relative power balance is positively correlated with union allegiance, employer allegiance, dual allegiance, and the perceptions of work group characteristics;
9. the perception of union-employer harmony is positively correlated with union allegiance, employer allegiance, dual allegiance, and the perceptions of work group characteristics;
10. how long respondents have belonged to their union, how long they have worked as public employees, and their age are positively correlated with dual allegiance;
11. perceptions of work group productivity and work group drive and enthusiasm are significantly related to sex;
12. perceptions of work group cohesiveness, productivity, loyalty to employer, and drive and enthusiasm are significantly intercorrelated;
13. perceptions of work group cohesiveness, productivity, loyalty to employer, and drive and enthusiasm are positively correlated with dual allegiance.

A general comparative analysis was made of the results of this study and results of various studies involving attitude patterns of private sector unionized personnel. The conclusion was made that the attitudes which were compared between private and public sector employees are not markedly different. Where differences do exist, they appear to be more of degree than of kind. The public sector employees of this study appear to be less committed to their union, employer, and work groups and show lower levels of dual allegiance than do those reported about in private sector studies, however.

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Attitudinal patterns of unionized public



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