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Effects of Increased Information on Union commitment, Participation and Perception of Union Leaders


Angela B. Bissonnette

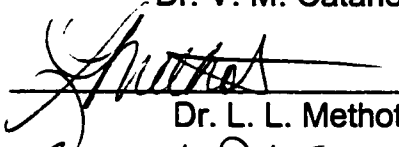
Thesis Submitted in Partial Fulfillment of the
Requirement for the Degree of Master of Science in
Applied Psychology (Industrial/Organizational)

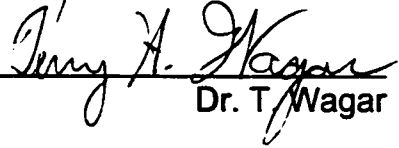
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0-612-40347-5

Acknowledgments

This thesis could not have been completed without the support of a number of people. I am grateful to the two union locals that participated in this study. A special thanks to Norm Hébert, Don Crowell, Kathy Keith and Shirley Hacker for their assistance.

I would also like to thank my advisory committee; Dr. Kevin Kelloway, Dr. Laura Methot and Dr. Terry Wagar for their advice throughout the study.

I would especially like to thank Dr. Victor Catano for his wise counsel and support both with regard to my thesis and throughout my studies at SMU.

Teachers like you inspire the quest for knowledge.

Thanks also to my fellow graduate students for their support and empathy.

In particular, I'd like to thank Debbie and Melissa, misery loves company.

My family were always supportive, my father in particular always stressed the importance of hard work and my sister Louise was there to encourage

me. I would also like to thank Chris for never doubting my ability to

succeed, his constant support, both technical and emotional and for

teaching me the real meaning of loyalty and commitment. Thank you.

This thesis is dedicated to two of the most significant people in my life, my grandmothers; Lilian Fitchett (1930 -1996) and Blanche Touchette (1906-1998).

Table of Contents

ACKNOWLEDGMENTS	i
LIST OF TABLES AND GRAPHS	ii
Abstract	01
Introduction	03
Union Commitment	05
Participation	08
Antecedents to union commitment	11
Union socialization and leadership	13
Attitudes toward unions	17
The Effects of Members' Attitudes Toward The Union	19
Can Information Increase Union Commitment?	20
Research Questions	26
Methodology	27
Research Design	28
Participants	30
Participant Demographics	30
Questionnaire	34
Data Analysis	38
Repeated Measures Analysis	39
Results	41
Variables	42
Correlations between scales	44
Multivariate Results	60
Univariate Results I	67
Post Hoc Analysis	70
Univariate Analysis II	73
Repeated Measures Anova Results	76
Discussion	80
Test of Hypotheses	81
Increasing commitment and Participation	89

Limitations	90
Societal Attitudes Toward Unions	94
Conclusion	96
Recommendations	97
References	99
Appendices	109
A: Instructions for shop stewards	
B: Questionnaire	
C: Cover Letters	
D: Sample Newsletters	
E: Legend	

List of Tables

1. Pre-Test Union Demographics.....	31
2. Post-Test Demographics of the unions under study.....	33
3. Repeated Measures Union Demographics.....	40
4. Union Demographics entire Repeated Measures sample.....	41
5. Demographic differences between control and treatment Groups at Baseline.....	42
6. Differences between treatment and control groups on Current participation at baseline.....	43
7. Differences between Treatment and Control groups on current participation after treatment.....	43
8. Differences between groups for demographics and Participation Level in the Repeated measures sample.....	44
9. Correlations between scales for the entire sample.....	47
10. Correlations between the dependent variables for the treatment group during the pre-test.....	50
11. Correlations between the dependent variables for the control group during the pre-test.....	52
12. Correlations between the dependent variables for the treatment group during the post-test.....	56
13. Correlation between the dependent variables for the control group during the post-test.....	58
14. Fifteen variable Roy Bargman Stepdown analysis.....	63
15. Mean Ratings of union members' attitudes, perception of leadership and commitment.....	64
16. Means of union commitment, leadership and instrumentality.....	65
17. Fifteen variable Univariate Analysis of covariance.....	69
18. Ten variable Roy-Bargman Stepdown Analysis of Covariance.....	71
19. Ten variable Univariate Analysis of Covariance.....	75
20. Comparison of Group Means for Union Commitment, its' factors, Leadership and Instrumentality of Participation.....	77
21. Comparison of Group Means for Members' perception of their Union and Members' reported degree of Militancy	78
22. Percentage of respondents interested in the specific newsletter.....	79
23. Percentage of respondents claiming to have read the overall union newsletter.....	80

List of Figures

1. Experimental Design.....	28
2. General and Specific Union attitudes.....	82
3. Member Perception of the Union.....	84
4. Participation and Instrumentality of Participation.....	86
5. Leadership and Participation.....	87
6. Union Commitment Factors.....	89

The Effects of Increased Information on Union Commitment, Participation, and Perception of Union Leaders

Angela B. Bissonnette

March 29th 1999

Abstract

Perceived instrumentality and socialization experiences are strong predictors of union commitment. Unions can demonstrate instrumentality by keeping members informed of important issues and activities taking place in the union. This study examines the effect of increasing information about the union on rank and file members' commitment to, and participation in, the union. The introduction of a newsletter was expected to provide union members with more information about union activities and projects and give members a voice with which to communicate, thereby improving attitudes toward the union and increasing the perceived instrumentality of the union. In addition to the newsletter, shop stewards were instructed to solicit and share information with union members and to invite union members' input with regard to the newsletter. Union leaders, particularly shop stewards, play an important role in union members' socialization. Their individual consideration behaviors and use of charismatic leadership was expected to influence union attitudes and commitment. Unfortunately, the manipulation of leader behaviors only occurred during the distribution of the first issue of the newsletter. Contrary to the initial hypotheses, the introduction of the newsletter was correlated to decreased feelings of responsibility to the

union. However, evidence of increased positive general attitudes toward the union and increased overall participation in the treatment group was found. The treatment and control groups differed significantly in willingness to contact the union and willingness to attend union meetings following after the introduction of the newsletter. Union members also showed more positive attitudes toward the union and reported higher levels of participation, after the introduction of the local newsletter. Results were, more modest than expected. It is suggested that the newsletter in combination with an increase in shop stewards' transformational leadership behaviors might have exerted a more powerful effect on members attitudes toward the union local. The implications for the results, directions for future research in union commitment and participation are discussed.

Introduction

This study was conducted to determine whether providing more detailed and specific information to members about their union, would increase their participation. Very little research has been conducted as of yet on the effects of increased information on union member participation and commitment. Two notable exceptions are Catano, Cole and Hébert (1995) and Kuruvilla, Gallagher and Wetzel (1993).

Catano et al. (1995) examined whether participation in a training workshop would improve union commitment. Their research showed that union commitment is a function of perceived instrumentality and socialization experiences. To be perceived as instrumental, not only must the union improve working conditions and benefits, but it must also inform union members of its' role in the improvement and of future plans for continued improvement. Positive socialization experiences in the union also lead to an increase in commitment to the union. During a two-day workshop, researchers presented information about union goals, values, history, policies, grievance procedures and the effect of organizational change (Catano et al., 1995). Union loyalty, union responsibility and willingness to work for the union increased following the workshop and although these factors decreased over time, they were still above baseline level one year later. Though this study assessed willingness to

work for the union, it did not measure current levels of participation in the union or the perceived instrumentality of participation.

Kuruvilla et al. (1993) examined factors that influence union satisfaction and commitment. Over 2000 union members in Canada and Sweden were surveyed. Activities which provided union members with greater information about the union, for instance, orientation programs for new members and newsletters sent to members homes, were related to an increase in union commitment. No causal interpretation is possible, however, with regard to these results because the variables were not manipulated. In addition, the effects of the newsletter were confounded with other activities like informational workshops and orientation programs. As well, only general union attitudes were measured, not specific ones. This is an important distinction because attitudes toward unions in general may differ from attitudes toward one's own specific union. There was a positive correlation between participation and commitment; however, the lack of manipulation makes it difficult to determine any causal effects. The current study seeks to extend the Catano et al. (1995) and Kuruvilla et al. (1993) findings by examining the effects of information on union participation and commitment within the context of a particular union local that believed the level of member participation within the local was low. Union commitment is thought to be the best predictor of participation in the union and union socialization is thought to be the best predictor of union commitment

(Kelloway and Barling, 1993). It is therefore appropriate to discuss these variables in greater detail.

Union Commitment

Union commitment was initially considered to be a special case of organizational commitment. Organizational commitment is defined as “ the relative strength of an individual's identification with and involvement in a particular organization” (Porter, Steers, Mowday & Boulian, 1974). This definition implies a belief in the organization's underlying values and agreement with these values. In the case of union commitment, concordance between member and union values is important. In fact, union commitment is defined as the degree to which there is a strong desire to stay in the union, a willingness to work toward union goals and a belief in the goals of the union (Gordon, Philpot, Burt, Thompson & Spiller, 1980).

There are however, several differences between unions and the workplace, specifically, a lack of formal authority over members and the need for members' voluntary participation. The union's lack of formal authority over its' members stems from the differences in the nature of the exchange between the workers, the union and the organization. For instance, the worker is paid by, and works for, the organization. In contrast, union members pay for, and expect, the union to work for them. This difference in dynamics means that the union must convince union members of its usefulness and emphasize the importance of member participation to increase the union's effectiveness.

Convincing members of the usefulness of the union and of the importance of their role as active members is a formidable task. It implies changing attitudes and a number of other variables that affect union commitment, participation and perceived instrumentality. Attitudes toward unions in general, attitudes toward one's specific union, union leader behavior, union socialization and demographic characteristics all affect union commitment, participation and perceived instrumentality (Beutell & Biggs, 1984; Black, 1983; Gallagher & Greer, 1986). Brett (1980) states that union attitudes act as a gatekeeper to union commitment and participation. If a person believes unions in general are a cause of economic strife or that unions do not improve working conditions, he or she will not feel positive affect towards unions in general nor will he or she be willing to work for a union or support a union by participating in it in any way.

The instrumentality-participation relationship is complex. While unions in North America successfully demonstrate their instrumentality by obtaining better working conditions and higher wages, they fail to encourage and emphasize members' need to participate. This may lead to lower union commitment in the long run because the union's effectiveness is undermined by a lack of member participation. Business unionism, or emphasizing the instrumental benefits of union membership may not encourage the ideological participation required for the more demanding forms of participation (Sverke & Sjöberg (1997). Markowitz (1995) claims that the manner in which the union

portrays itself affects members' decision to participate. Business unionism reduces participation because workers believe that paying dues is all that is required for the union to achieve its' goals. Workers also evaluate the union on how well it keeps its' promises (Markowitz, 1995).

In short, the union offers members the promise of a number of benefits in order to solicit their commitment. However, the delivery of these promises is not always clearly and directly linked to union members' participation behaviors. Therefore, it is important for union leaders, such as shop stewards, to demonstrate the benefits provided by the union through their own transformational leadership behaviors and through member socialization. Furthermore unions must emphasize the need for member participation.

Union commitment is believed to include three factors: loyalty to the union (attitude), willingness to work for the union and responsibility to the union (Kelloway, Catano & Southwell, 1992). Union loyalty is described as a feeling of pride due to association with the union and knowledge of the benefits provided by the union. Knowledge of the advantages of union membership is similar to the exchange relationship found in organizational commitment (Steers, 1977). Loyalty, also reflects a willingness to maintain union membership, this aspect of commitment is similar to continuance commitment (Allen and Meyer, 1990). Continuance commitment implies that members feel they have invested so much that they should remain committed to the union. Responsibility to the union measures the degree to which members are willing to protect union

interests on a daily basis. Willingness to work for the union represents a desire to go beyond daily activities and do more for the union.

Participation

Wanting a union presence does not necessarily guarantee union commitment or a willingness to participate in the union (Brett, 1980). While the majority of union members will not attend meetings or vote on union issues, the majority of members will vote to have a union in the workplace. This seemingly contradictory attitude emphasizes union members' expectancy of union representation without their direct contribution beyond monetary dues. This paradox between membership and participation means that the union is not as strong as it could be. Though it is neither desirable nor practical for the whole membership to participate in certain activities (e.g. not all members can be shop stewards at once), participation is essential to support union activities (Fullagar, Barling and Kelloway, 1992). Lack of participation not only reduces the unions' effectiveness it also reduces its level of democracy.

The link between union survival and participation makes participation one of the most studied consequences of commitment (Fullagar et al., 1992). According to one model, participation is predicted by union commitment which is in turn predicted by union socialization, instrumentality of the union and perceptions of shop stewards' transformational leadership characteristics (Kelloway & Barling, 1993). Kelloway and Barling's (1993) model of participation incorporates the theory of reasoned action (Fishbein and Azjen,

1975) which suggests that behavioral intentions are the best predictors of behavior. Reasoned action also states that beliefs directly affect attitudes and indirectly affect behavior. This theory emphasizes the importance of measuring attitudes and behavioral intentions with regard to union commitment. This type of measurement is also important because opportunities to participate may occur infrequently, thus, intentions are more appropriate measures of willingness to participate in the union and general union support.

Union participation refers to behavior that requires members to devote time to union business (Sayles & Strauss, 1952). The problem with this definition, however, is that it is so vague that it leads to a number of different operational definitions of union participation. It also encourages the use of a plethora of operational definitions at the expense of a tighter conceptual definition. Participation can be operationalized as attending meetings, voting, using the grievance procedures, joining union committees and becoming a union executive or shop steward, and picketing, to name a few activities (Spinrad, 1960). One problem with using these behaviors as indicators of participation is that they depend to some degree on whether or not members have the "opportunity" to participate (Kelloway & Barling, 1993). A new union member may be willing to vote in a union election but the election occurred before the member joined the union and will not occur again for some time. Many types of union participation occur infrequently and are dependent on union administration; thus, it is difficult to ascertain whether or not a union

Union commitment, participation and leadership 10

member would participate given the opportunity. A member's belief regarding the impact of their participation must also be considered. If members believe the union is self sufficient without their participation, beyond dues payment, they may not participate. That is, they may take the "business unionism" approach which is prevalent in North America. Perceived instrumentality of participation and behavioral intent may, therefore, be as important a measure of union participation as actual participation.

In this study I assume that union participation is a unidimensional construct where the probability of one type of participation influences the probability of another (Fullagar & Barling, 1989; Kelloway & Barling, 1993). Kelloway and Barling claim that it is likely that someone who holds office in the union also attends union meetings, votes and reads the newsletter. Most reliable research has adopted this position, including the current study. In sum, participation is a consequence of union commitment. Individuals more strongly committed tend to participate more. There are also a number of antecedents to union commitment. Three of the best predictors of union commitment are perceived union instrumentality, early socialization experiences in the union and shop steward leadership (Barling & Kelloway, 1993; Fullagar, et al., 1992).

Antecedents to union commitment:

Perceived instrumentality:

Perceived union instrumentality and shop steward leadership are key predictors of union loyalty and participation. When union members believe the union is responsible for improved salary and working conditions, they report higher loyalty and willingness to work for the union (Kelloway & Barling, 1993; Fullagar & Barling, 1989; Chacko, 1985; Montgomery, 1989). This happens whether or not the union was actually responsible.

Union loyalty is the best predictor of willingness to work for the union and willingness to work for the union is the best predictor of participation in the union (Kelloway & Barling, 1993). Union loyalty and willingness to work for the union are two of the three components of union commitment. Thus, perceived instrumentality plays a role in members' level of commitment to the union.

Perceived instrumentality is also an important component of union participation. If the union is not perceived as instrumental to improving working conditions workers are unlikely to vote for it. Union voting is one of the most salient and essential forms of union participation. Democracy defines unions and determines their existence in the workplace. Votes are also used to decide whether or not a strike takes place. Hemmasi and Graf (1993) found perceived instrumentality to be the single best predictor of the outcome of a union vote.

Perceived instrumentality refers to members' attitudes and how they perceive the union. What does my union do for me? Does my union have the

power to influence my employer? Does the union have the power to influence governmental legislation? Is the union working for me? Am I pleased with the type of action my union is taking to improve my working conditions? Chacko (1985) measured four aspects of members' perceptions of the union: their specific attitudes toward the union, satisfaction with the union, perceptions of union service and of union power. In addition, two other scales assessed members' opinions with regard to what unions should prioritize and how unions should respond to member concerns. Chacko (1985) showed a link between perceptions of instrumentality, union attitudes and union participation and commitment. He did not however, demonstrate a relationship between union satisfaction and participation. Chacko (1985) concluded that different personality types interact with satisfaction to generate different levels of participation. Other research has however shown a relationship between satisfaction and participation. Satisfaction should therefore, affect union commitment and participation. Similarly, union attitudes, perceived union service and union power should affect union commitment and union participation.

Perceived union instrumentality is the degree to which the union is seen as having a positive impact on issues of concern to members such as, pay, benefits, working conditions, etc. Given the link between perceived instrumentality and union commitment and its' concomitants, increasing perceived instrumentality should lead to an increase in union commitment. The

correlation between participation and commitment also suggests that if union commitment is increased, union participation will increase. The newsletter is expected to provide members with increased information about the union and what it is doing for its' members. Increased information is in turn expected to affect perceived instrumentality leading to improved commitment and participation.

Union socialization and leadership

Socialization and leadership are discussed in conjunction with each other here because the two constructs are intimately related in this research. Union leaders, particularly shop stewards, are the single most important socialization agents in the union. In addition, the manipulation in this study involved the administration of a newsletter that was expected to act as a socialization instrument in concert with leaders' socialization behaviors.

Early socialization experiences play a role in union commitment (Fullagar, Gallagher, Gordon & Clark, 1995). Early socialization experiences refer to the way in which new members are "initiated" into the union. Positive experiences lead to positive feelings toward the union whereas negative experiences lead to negative affective responses (Fullagar & Barling, 1989). Early socialization is also consistently and positively related to union loyalty (Gordon et al., 1980). However, the type of socialization whether institutional or individualized is also an important consideration.

Individualized socialization experiences rather than formal group ones significantly affect attitudes toward unions (Fullagar, et al., 1995). In fact, formal institutional socialization is either ineffective or, worse, exerts a negative effect on attitudes. Institutional socialization produces more passive behavior whereas individual socialization produces active, participative behavior (Jones, 1986). The information provided by a newsletter can be individualized if it is handed out by each shop steward to his/her individual members. In this study, the newsletter was used as an instrument of socialization, shop stewards were instructed to hand out the newsletters in person and ask members about their concerns (see Appendix A for a list of instructions) in an effort to encourage member participation and commitment. In essence, the newsletter was expected to act as a catalyst of the shop steward's socialization behavior.

Shop stewards' leadership behaviors have an impact on union members' willingness to participate in union activities. For instance, successful shop stewards spend much more time listening to and dealing with rank and file members' problems in the workplace (Sullivan, 1995). Shop stewards also play an important role in rank and file members' perceptions of the union and its instrumentality. Socialization experiences are affected by shop stewards' leadership behaviors and communication skills. Therefore, any effort to increase union commitment is dependent to some degree on stewards' behavior and willingness to exert extra effort to stimulate and maintain member commitment.

Most union leadership research is based on the work of Bass (1994), who proposed the existence of two different types of leadership styles; transactional and transformational. Transactional leadership refers to reliance on an exchange relationship where rewards are given in exchange for compliance. Transactional leadership may be appropriate in work organizations where a strong locus of power is held and can be exercised by managers; but, it may not be appropriate in unions where the members themselves define the organization. Transformational leadership refers to a leadership style which includes individual consideration, intellectual stimulation and charisma. The leader provides a sense of mission by generating understanding and identification on the part of his or her followers with regard to the leaders' goals and values. Charisma and individual consideration are the most important aspects of transformational leadership in unions (Fullagar et al., 1992). Charisma is the leaders' ability to transmit a sense of the mission of the organization by increasing members' sense of pride in the organization. Charismatic leaders are sensitive to the environmental context and actively search out existing and potential shortcomings in the status quo (Conger & Kanungo, 1994). Conger and Kanungo (1994) claim that charisma is the most important component of transformational leadership. Charismatic leaders formulate and articulate their vision by building trust and providing a personal example.

Examining leader behavior is important because of the link between members' perception of leaders' behaviors, union socialization activities and members' commitment and participation in the union. Stewards' transformational leadership behaviors correlate with union satisfaction, loyalty, commitment and participation (Kelloway & Barling, 1993; Fullagar et al., 1992). Union members' participation level is related to shop stewards interpersonal skills (Kahn & Tannenbaum, 1954). Shop stewards influence union members' perceptions and attitudes toward the union and stimulate union involvement (Clark and Gallagher, 1989). In addition, characteristics of shop stewards strongly affect loyalty in the union (Fullagar et al., 1992). Given this, an increase in shop stewards' leadership behaviors, such as asking about members' concerns, should lead to increased commitment to, and participation in, the union. Shop stewards perceived as high in charismatic leadership should have members who are higher in union commitment and participation than shop stewards who are perceived as low in charisma.

Several union studies (Kelloway & Barling, 1993; Fullagar et al., 1992) have used a modified version Conger and Kanungo's (1992) charismatic leadership scale to measure members' perceptions of shop stewards' transformational leadership. However, few have asked questions about leaders' specific behaviors. In theory, members' perceptions of leader charisma and stewards' specific behavior should be strongly correlated. If however, these two variables are not strongly correlated, it is possible that a third variable,

unrelated to stewards' transformational behavior, is affecting union commitment and participation. To test the effects of transformational leaders' behaviors in addition to Conger and Kanungo's (1992) scale which measures members' perceptions of leader as transformational, a new scale was developed which focused on specific behaviors transformational leaders should exhibit. These behaviors included taking the time to meet with members and asking them about their concerns. It was expected that the specific behaviors performed by the shop stewards would correlate strongly with perceived transformational leadership as well as with union satisfaction, loyalty, commitment and participation.

Attitudes toward unions

Reactions to union socialization attempts and union leader behaviors are affected by initial attitudes toward unions (Brett, 1980; Fullagar et al., 1992). Union members' attitudes are another important antecedent to union commitment and participation. Individuals with positive attitudes toward unions in general are more likely to vote in a union election (Despande and Fiorito, 1989). Attitudes toward the union also influence other participatory behaviors. Individuals with positive attitudes toward the union are more likely to attend union meetings and hold union office. In addition, Parental attitudes toward unions play a role in young people's pre-employment attitudes toward unionism (Newton & Kelloway, 1995).

In the United States, union membership has declined steadily over the last 30 years. Decreasing membership increases the importance of creating and strengthening membership commitment in unions (Fullagar, et al. 1995). While Canadian unions have not been as profoundly affected by union member attrition as those in the U.S., because of more favorable labor legislation, these same laws are a double edged sword. Canadian unions must deal with negative attitudes related to involuntary union membership. Mandatory membership leads to a sense of lack of control and resentment toward the union which may be akin to the resentment toward management described by Marx (1932). Lack of perceived control affects union members' behavior. Azjen's (1991) theory of planned behavior, a modified version of Fishbein & Azjen's (1975) theory of reasoned action, suggests that behavioral intentions can only be expressed if they are perceived as being under voluntary control. Mandatory unionization in Canada influences union attitudes in addition to influencing behavior. Perceived voluntariness of association affects union commitment (Gallagher & Wetzel, 1990). For example, volunteers are significantly more committed to their group than union members are to the union (Pond, 1997). Thus, while the percentage of union members is higher in Canada, their level of solidarity may be much lower.

The Effects of Members' Attitudes Toward The Union

Negative attitudes are of concern to unions because attitudes act as a "gatekeeper" to union commitment (Brett, 1980; Kelloway, Barling & Catano, 1997). Dissatisfaction with work is related to increased participation in the union (Chacko, 1985). However, dissatisfaction does not fully predict union participation. Dissatisfaction with working conditions and a belief in union instrumentality are not sufficient conditions for strong union commitment and increased participation. An individual must have positive attitudes toward the union to remain committed to, and participate in, the union (Fullagar, Barling and Kelloway, 1992; Brett, 1980). Newton and Shore (1992) defined ideological attachment to the union as the extent to which individuals identify with and internalize the values and beliefs of organized labor. Positive union attitudes are essential to this internalization of values and beliefs.

Two types of attitudes have been studied in conjunction with union commitment and participation; general attitudes and specific ones. General attitudes toward unions refer to how an individual perceives unions in general. For instance, are unions in general seen as a benefit to society or are they the cause of unemployment and inflation? Specific union attitudes however refer to an individual's own union, for instance, is my union helping me to obtain better working conditions? Theoretically, an individual could have a positive attitude toward unions in general but a negative attitude toward his or her specific union, or vice versa. General attitudes correlate positively with union voting

Union commitment, participation and leadership 20

patterns (Brett, 1980; Molleston & Mobley, 1984; Gordon et al., 1980). General union attitudes are a significant predictor of union commitment. Furthermore, positive attitudes toward unions are an important pre-condition to union commitment (Fullagar & Barling, 1989; Fullagar, McCoy & Shull, 1992). Union attitudes play an important role in union commitment. There is a significant correlation between union attitudes, union commitment and militancy (Beutell & Biggs, 1984; Black, 1983). Union attitudes predict willingness to join a union (Barling et al., 1991). In addition, general union attitudes are related to the decision to commit to a union, to actively participate in it and to vote for or against it. (Barling et al., 1992). Specific attitudes also play a role in member participation and behavior. Specific union beliefs are significant predictors of union voting even when general union beliefs are controlled (Deshpande and Fiorito, 1989). As well, specific union beliefs predict union commitment (Fullagar and Barling, 1991).

The focus of this study is to find out whether information leads to improvement in union members' participation. Information about the specific union should affect union attitudes, which should in turn, affect commitment and finally, commitment should influence union participation. The predictors of union commitment suggest that both general and specific union attitudes are related to socialization.

Can Information Increase Union Commitment?

Union commitment can be developed through the provision of information and through socialization (Catano et al., 1995). Catano et al. (1995)

claim that perceived union instrumentality and socialization are essential to the development of union commitment. They assert that any intervention designed to increase commitment must demonstrate to rank and file members what the union will do for them now and in the future. Catano et al. (1995) tested a program designed to increase rank and file members' commitment to the union. The program consisted of a two day workshop in which information was presented which related to the union's instrumentality. This program also provided socialization opportunities. Significant increases occurred in union loyalty, responsibility to the union and union commitment. These increases decreased over time but remained significantly different from the baseline, at least 30 months after the 2 day intervention.

Increasing information about the union may also affect union attitudes and commitment. Kuruvilla et al. (1993) found a link between union commitment and activities that provide members with greater information about the union. These activities included member orientation programs and newsletters sent to members' homes. In addition, members' perceived instrumentality of the union has been associated with commitment to the union (Kelloway and Barling, 1993). If the information provided to union members in the form of a newsletter emphasizes the union's instrumentality to members, it could conceivably increase union commitment and participation.

Kuruvilla et al. (1993) used questionnaire data to study the relationship between union attitudes and information received about the union.

Unfortunately, their study did not include measures of beliefs about each member's specific union, but rather, about unions in general. Kuruvilla et al. (1993) measured "information" level by using the presence or absence of socialization programs and newsletters rather than by manipulating their presence. It therefore remains to be seen whether manipulating information through the introduction of a newsletter will affect union commitment and participation.

Information plays several roles in an organization. In many ways, it is a source of power. Individuals with information about upcoming events can better plan for them (Ragins and Sundstorm, 1989). Access to information also allows individuals to influence others and stimulate change in organizations. Information facilitates individual and organizational decision-making. The right information can make or break a company or a career. Furthermore, information is highly malleable. The manner in which information is communicated can influence attitudes. When individuals are asked whether they would agree to pay to improve environmental conditions they overwhelmingly agree, when asked if they would pay higher taxes for environmental control they overwhelmingly disagree (Stern, Dietz, Lealof and Guagnano; 1995).

Increased levels of information are also related to higher levels of innovation in organizations, which itself is related to increased union effectiveness (Leight, 1989). Bureaucracy can inhibit communication, limit awareness of problems and, therefore, reduce problem solving effectiveness and efficiency. The more democratic the union, the more the union executive

knows what the membership wants and the more effective the union will be in meeting member needs. The presence of a union provides an additional outlet for self expression, particularly for those attending meetings (Hodson, 1997). Increased information should therefore positively influence perceptions of union instrumentality and union attitudes.

Union attitudes play a vital role in union commitment and participation, and general and specific union attitudes act as a gatekeeper to union commitment and participation. Attitudes include beliefs about union instrumentality, these beliefs are, to some degree, developed by receiving information from outside sources such as the media, socialization or a newsletter (Kuruvilla et al., 1993). Fishbein and Azjen's (1975) theory of reasoned action implies that when people process new information, they combine the existing beliefs and attitudes to generate new beliefs. It is therefore important to consider previous attitudes toward unions and to control for these. In addition to general attitudes toward the union and beliefs about union instrumentality, attitudes can be developed based on direct experience with the union. For instance, whether or not the union keeps its' promise to obtain wage increases.

Other than Kuruvilla et al. (1993) and Catano et al. (1995), few studies of union commitment have included information provided to members as a variable. A number of social action studies however, have found a relationship between increased information and activism (Fox & Schofield, 1989; Fiske, Pratto & Pavelchak, 1983) and between increased information and attitude change (Wiegman, 1989).

The more information an individual has on a topic like the effects of nuclear war or environmental degradation, the more likely it is that the individual will act to prevent these effects. Information by itself though is not a sufficient condition for action, however. People must also believe that they personally can make a difference (Fox & Schofield, 1989). The analog to this idea in union studies is perceived union instrumentality. If individuals do not believe the union can make a difference, they will not support it. In their studies, Fox and Schofield (1989) asked why more people don't act against the threat of nuclear war. To act, there must be both a belief that there is a problem and a belief that you can make a difference. Salience of the problem influences behavioral intentions and actual behavior. In addition, an individual high in self efficacy is more likely to take action. Attempts to distinguish between individuals who actively oppose nuclear war and those who are inactive found that individuals with similar attitudes react differently. These differences are because they do not perceive nuclear war as a threat or because they do not feel that the public can collectively make a difference (Mckenzie-Mohr, McLoughlin & Dyll, 1992). Beliefs in a just world may also affect social action (O'Neill, Duffy, Enman, Blackmer, Goodwin & Campbell, 1988). If an individual believes he or she gets what is deserved and that given hard work for instance, he or she will be treated fairly by the employer, then there is no need for a union. While these studies do not directly relate to union participation and commitment they may help to explain some of the dynamics behind union participation.

The current study represents an initial exploratory attempt to solve the practical problem of maintaining and increasing member participation. Without the members support the union would cease to exist. No one is more aware of this fact than union executives, however, many union executives do not know what type of intervention to use to affect participation. As well, when an intervention is used, many union leaders are unsure how to measure its' effectiveness.

The union executive of a group of school bus drivers wanted to increase their members' commitment and participation in their Union. This Union has approximately 173 members and is spread out over a large geographical area. Bus drivers are all responsible for their own buses which are stored at their homes and driven along a regular route to school and driven back home unless repairs are required. This creates a workplace where each individual driver's bus becomes his or her "office". Workers, therefore, do not get a chance to socialize together or work together as a team; the only time they are in proximity to each other is when they are dropping off or picking up students. This contact is brief and school specific, making it difficult for the executive to reach union members, to get to know their concerns and to convince them to participate in union activities and meetings.

The way work is organized affects union participation (Leight, 1989). Increasing the number of functional units in a plant is related to lower union satisfaction and participation (Leight, 1989). Dividing the workforce into several sub-units is likely to inhibit communication and informal socialization between

workers. For the bus drivers, each bus acts as a “functional unit” which isolates the workers from each other and decreases communication. Decreased communication in turn decreases union solidarity and commitment. In order to foster increased communication, the Union Executive chose to introduce a newsletter specific to their members' concerns. Given more information about the union and a chance to voice their concerns; members' attitudes, perceptions of union instrumentality and of union commitment were expected to increase along with participation in the union.

In addition to affecting commitment, providing information to members through a newsletter specific to the union local should also affect members' attitudes toward the local. As a secondary effect, having the newsletter hand delivered by shop stewards should improve the opportunity for socialization. The content of the newsletter was directed at providing information on the instrumental effects of union membership while the method of delivery was aimed at improving socialization. Together, both aspects were expected to improve union commitment and participation. A series of guidelines was developed to improve stewards' consistency in handing out the newsletter and to assist them in using more transformational behaviors with their membership.

Research Questions:

Hypothesis 1: The introduction of the newsletter will positively affect general and specific attitudes toward the union. These attitudes act as a gatekeeper to union commitment and participation, they therefore represent the first step in increasing participation and commitment.

Hypothesis 2: An increase in the information provided by the union will also affect perceived instrumentality of the union. This will occur because the newsletter will discuss what the union is doing for its' members and will provide members with a forum in which to express their opinions.

Hypothesis 3: An increase in information will also be related to an increase in perceived instrumentality of union participation. The newsletter will discuss what the union is doing for its' members and provide members with a forum in which to express their opinions and affect change. Knowing what the union is doing and believing they have a voice, union members will believe that their participation in union affairs will influence the union and indirectly, their working conditions.

Hypothesis 4: The introduction of the newsletter will also give shop stewards an opportunity to discuss union issues with their members, by distributing the newsletter personally to their members. This will lead to an increase in behaviors such as taking the time to listen to member concerns, thus improving members' attitudes toward their union leaders.

Hypothesis 5: In addition to affecting members' attitudes. The change in leader behavior should affect members' commitment and participation in the union. As mentioned earlier, Catano et al. (1995) and Kuruvilla et al. (1993) found that information sharing could act as a form of socialization which influenced union commitment and participation.

Methodology

Research Design

A quasi-experimental design was used to determine the change in union attitudes, union commitment and participation associated with the introduction of a union local newsletter (see Figure 1). The presence of this newsletter allowed for the manipulation of the level of information in the treatment group, a union local comprised of school bus drivers. It was neither feasible nor ethical to randomly assign members to treatment and non-treatment groups, therefore, a second union acted as a control group. Both unions were locals of a parent union but were otherwise unrelated.

Figure 1: Experimental Design

	TIME 1 / PRETREATMENT	NEWSLETTER	TIME 2/ POSTTREATMENT
Group 1/ Newsletter	Measure baseline attitudes and commitment	Increase information and steward transformational behavior through local newsletter	Measure attitudes and commitment
Group 2/ Control	Measure baseline attitudes and commitment	No treatment	Measure attitudes and commitment

The newsletter was meant to act as a source of information about the union local and to increase socialization between union local leaders and the membership. The larger parent union distributed a newsletter common to all members; however, the Executive of the school bus drivers' union believed that

a newsletter designed to meet the specific needs of their local would increase members' knowledge of the union local, thereby increasing commitment and participation in the union local. Member socialization was emphasized by asking shop stewards to hand out the newsletters personally. Shop stewards were instructed to ask members about their concerns and to use the newsletter as a vehicle for doing this. Shop stewards were given a list of instructions as to how to hand out the newsletter (see Appendix A). Unfortunately, time and distance constraints interfered with the manipulation of steward behavior. Members in this local are spread over a large geographical area and while shop stewards handed out the first issue of the newsletters personally, they found the task burdensome. They therefore elected to send out the second edition of the newsletter with members' paychecks.

Union members' attitudes toward the school bus drivers' union were measured using the same questionnaire (see Appendix B) pre and post treatment. Attitudes were measured simultaneously in the control and the treatment groups. The questionnaire was mailed out in early January with a return date of January 25th. After the pre-test, 2 newsletters were distributed to union members, a third newsletter was distributed when the post-test was administered, at the end of April. The deadline for return was May 25th 1998 but was extended by 1 week to allow for later submissions and delays in the postal service.

Participants

Participants in the study were 423 rank and file members of a large union in Atlantic Canada. Union members were from two different union locals. The first local (N=173), consisted of bus drivers; the second (N=250), consisted of maintenance and clerical workers.

Questionnaires were mailed to all rank and file members of both union locals simultaneously. The mailing included a covering letter from the president of the union explaining the purpose of the survey and inviting members to participate in the study (see Appendices C1, C2, C3) and a self-addressed, stamped, return envelope.

By the cutoff date of January 25th 1998, 123 questionnaires were returned, two questionnaires (1.6%) were discarded because they were improperly completed. Twenty nine point two percent of the control group (n=73) and Twenty seven point seven percent of the treatment group (n=48) returned usable questionnaires. Demographics for the participants are provided in Table 1.

Participant Demographics:

The mean age of control group participants (M= 42.3 years) was lower than the mean age of treatment group participants (M=49.11). A large percentage (95.7%) of the control group participants was female. In contrast, 39.6% of treatment group participants was female. Many control group members had at least some university education (39.7%); conversely, 2.4% of

treatment group participants had some university education. Control group participants had been union members for a shorter period of time than treatment group participants (43.8% had been members for less than 1 year). In the treatment group, 46.8% had been members for more than 5 years. In sum, control group respondents were younger, predominantly female, more highly educated and had been members of the union for a shorter length of time.

Table 1: Pre-Test Union Demographics for entire sample

Demographics Pre-test subjects	Control Group N=# (excluding Missing values)	Treatment group N=48 (excluding missing values)
Age	M=42.3 yrs	M=49.11 yrs
Sex	4.3 % male 95.7% female	60.4% male 39.6% female
Percentage with dependents	64.2% 1 or 2 dependents, 30% none	39.5% 1 or 2 dependents, 51.2% none
Education level	4.4% Some High School 26.5% High School diploma 29.4% Community college 19.1% Some university 19.1% Bachelor's degree 1.5% Masters' degree	34.1% some High school 51.2% High school diploma 12.2% Community college 2.4% some university no Bachelor's degree no Masters' degree
Membership length	13.7% < 6mo. 30.1% 6mo-1 yr 13.7% 1-2 yrs 17.8% 2-5 yrs 24.7% 5-10 yrs 0 more than 10 yrs	6.4% < 6mo. 10.6% 6mo.-1yr 23.4% 1-2 yrs 12.8% 2-5 yrs 25.5% 5-10 yrs 21.3% more than 10 yrs
Marital status	7.2% Single 13.0% Separated/Divorced 71% married 7.2% Common Law 1.4% Widowed	11.3% Single 2.3% Separated/Divorced 76.7% married 9.3% Common Law

The post-treatment mail-out took place 3 months later at the end of April. This mail-out also included a self-addressed stamped envelope and a covering letter soliciting participation. The response rate of the second round was 20.2 %

(n=35) for the treatment group and 30.4 % (n=76) for control participants. The demographics of post-treatment participants are shown in Table 2. Once again, control participants were younger ($M=42.03$ vs. $M=44.69$), predominantly female (90.1% vs. 30.3%), better educated (23.1% had at least some university vs. 3.3%) and had a shorter tenure as union members (32.9% ≥ 5 years vs. 47% ≥ 5 years). Union records contain insufficient data to assess whether or not respondents are representative of the entire sample; however, the union presidents of the unions under study have indicated that, in their opinion, the respondent demographics accurately reflected their membership.

When the post-test was mailed out, treatment group members had received two newsletters. Instructions to shop stewards and sample newsletters are shown in Appendices A and D.

Table 2: Post-test Demographics Of the Unions Under Study

Demographics Post-test subjects	Control Group N=78 (excluding Missing values)	Treatment group N=37 (excluding missing values)
Age	M=42.03 yrs	M=44.69 yrs
Sex	9.9% male 90.1% female	66.7% male 30.3% female
Percentage with dependents	54.3 % 1 or 2 dependents, 32.86 % none	42.0% 1 or 2 dependents, 32.3% none
Education level	20.3% Some High School 20.3% High School diploma 34.8% Community college 7.2% Some university 14.5% Bachelor's degree 1.4% Master's	63.3% some High school 26.7% High school diploma 3.3% Community College 3.3% Some university no Bachelor's no Master's
Membership length	2.6% < 6 mo. 11.8% 6 mo.-1 yr. 28.9% 1-2 yrs 23.7% 2-5 yrs 31.6% 5-10 yrs 1.3% >10 yrs	5.9% < 6 mo. 11.8% 6 mo.-1 yr 20.6% 1-2 yrs 14.7% 2-5yrs 23.5% 5-10 yrs 23.5 more than 10 yrs
Marital status	6.9% Single 11.1% Separated/divorced 75% Married 4.2% Common law 2.8% Widowed	3% Single 12.1% Separated/Divorced 72.7% Married 6.1% Common law 3% Widowed

Questionnaire

The questionnaire consisted of 108 items. These included 10 demographic questions and 15 measurement scales (Appendix B). All non-demographic questions were measured using a five point Likert-type scale unless otherwise specified. The scale for each of the items ranged from strongly disagree to strongly agree. The Executive of the Union local was consulted during the development of this survey to insure the pertinence of the questions. Each scale in the questionnaire measured specific dimensions of union commitment, participation and attitudes which were expected to be affected by the introduction of the newsletter and shop stewards' socialization

behaviors. The following section provides a brief description of each scale and the Cronbach alpha for each measure in this study.

Instrumentality of Participation Scale: This scale, designed by Kelloway and Barling (1993), is made up of 7 items that assess the degree to which members feel the need to participate in unions (e.g.: "Participating in the union allows me to influence other people"). Cronbach's alpha for this scale was .68. This alpha level (.82) is lower than that obtained by Kelloway and Barling (1993).

Transformational leadership scale: This scale (Conger and Kanungo, 1992) has traditionally been used to measure the transformational leadership of managers and executives. In this study, it was modified to refer to rank and file members' perceptions of union shop stewards' charismatic leadership. The modified scale contains 6 items designed to assess union members' perception of their leaders (e.g. "I think my shop steward is a good model to follow"). The Cronbach alpha was higher in this study ($\alpha=.95$) than in other comparable studies. For instance the alpha found by Carroll (1995) was .82.

Shop Steward behavior: This scale (10 items) was designed specifically for this study. The purpose of this scale ($\alpha=.96$) is to determine whether union members believe shop stewards employ sufficient participatory and transformational leadership behaviors with their rank and file members (e.g. "My shop steward takes the time to ask about my concerns").

Union Attitude Scale: The 8 items in this scale (Brett, 1980) are designed to determine the degree to which subjects have favorable attitudes toward unions

in general (e.g. "Unions are a positive force in this country"). An alpha of .74 was found for this study however higher alpha levels have been found.

Kelloway and Barling (1993) found an alpha of .86 for this scale.

Union commitment Scale: This scale is a shortened version of Gordon et al.'s (1980) union commitment scale developed by Kelloway, Catano and Southwell (1992). The scale consists of 13 items that assess 3 factors: union loyalty, willingness to work for the union and responsibility to the union. The measure of Union loyalty (6 items, Cronbach's $\alpha = .91$ in this study) reflects the members' pride in the union and recognition of the benefits of union membership. (e.g. "I feel a sense of pride in being a part of the union").

Willingness to Work for the union (3 items, $\alpha = .74$), reflects union members' inclination to participate in union work above and beyond that required of all union members (e.g. "If asked, I would run for elected office"). Responsibility to the union (4 items, $\alpha = .82$) measures union members' willingness to take on day to day responsibilities of the union (e.g. "Every member must be willing to take the time and risk of filling a grievance"). The alphas found for the three scales in this study closely reflect alphas found in previous research (Kelloway and Barling, 1993).

Union Perceptions and Instrumentality: Five scales developed by Chacko (1985) were used to assess union members': attitude towards the union, external bargaining priorities, perception of union power, perception of union service and responsiveness. The reliability obtained for these scales reflect

those obtained by other researchers (Chacko, 1985; Kelloway and Barling, 1993, Southwell, 1990) except for the perception of union power scale, which has an alpha that is much lower than in previous studies.

Attitude toward the union: This scale (6 items) assesses union members opinions about the specific union ($\alpha = .79$). "The (name of the union) has the support of the workers", is an example of the questions in this scale.

External bargaining priorities: Examined members' views on the union's role in working conditions such as wages, health and safety and job security. The statement; "The (union name) should make every effort to get better wages for its' members" is an example of the type of statement in this scale. The alpha for this scale in this study is quite high ($\alpha = .91$).

Perception of power: This scale ($\alpha = .55$) measured union members' beliefs that the union can impact on; laws passed, who is elected into office and how the workplace is managed (e.g. "The (name of the union) is respected by the employer").

Perception of union service: ($\alpha = .89$) Examined union members' impressions of the union's role in preventing unfair labour practices, providing job security and higher wages (e.g. "The (name of union) improves job security of the members).

Union responsiveness to members: Examined how members perceive the union's ability to determine and meet member's needs. This scale ($\alpha = .73$) also examined whether or not the union should be participative with its' members

(e.g. "The (name of the union) should make every effort to tell members what it is doing").

Satisfaction with the Union: This 7 item scale developed by Glick, Mirvis and Harder (1977) measured union members' satisfaction or dissatisfaction with their union (e.g. "I am satisfied with the bargaining process"). Reliability for this measure ranges from $\alpha=.77$ (Kelloway, 1987) to $\alpha=.85$ (Glick et al., 1977), in this study the cronbach alpha was .78.

The Militancy Scale: This 11-item scale measures the extent to which respondents are inclined to take militant action in support of the union (e.g. "I would be willing to go on an illegal strike"). This measure is derived from Martin (1986) and Southwell (1990). The alpha ($\alpha=.63$) in the current study is much lower than that previously found by Southwell (1990, $\alpha=.83$).

Newsletter Questions: This section of the questionnaire measured union members' attitude towards the creation of a newsletter specific to their union local concerns (3 items, $\alpha=.65$). Content preferences were also assessed (4 items). A high alpha level would not be expected for these questions because it was designed to measure different aspects of the newsletter.

Current Participation: Six single item questions measured current participation in the union (Chacko, 1985; Kelloway, 1987). The items measure both active and passive forms of participation, they range from reading the union newsletter to holding an elected office ($\alpha=.79$).

Demographics: The final section contained 10 demographic items assessing sex, age, education, marital status and number of dependents.

Data Analysis

Multivariate Analysis: The data were analyzed using several different procedures; a 2x2 multivariate analysis of variance followed by a 2x2 Roy-Bargman stepdown F analysis, a post hoc analysis using 10 variables, a univariate analysis and a repeated measures analysis. First, a series of descriptive statistical analyses were performed on the measures to ensure that the data complied with the required assumptions given the analyses used. Pre-test demographic data were analyzed to determine differences between groups. Significant demographic variables were then used as covariates to control for these between group differences.

The effects of the Time (pre newsletter vs. post newsletter) and Treatment group (control vs. newsletter) on the 15 dependent measures were then examined using a 2X2 multivariate analysis of covariance design with age, sex, education, length of membership in the union and voting behavior acting as covariates. Roy-Bargman's stepdown F-test procedure followed the multivariate analysis. Variables were entered into the stepdown F-test based on previous literature and, as a secondary criterion, according to scale reliability.

Post Hoc Analysis:

The effects of Time (pre newsletter vs. post newsletter) and Treatment (control vs. newsletter) on 10 selected dependent measures were also

examined using a 2X2 multivariate analysis of covariance design with sex, age, education, length of membership and voting behavior acting as covariates. The Roy-Bargman stepdown F-test and univariate F-tests followed the multivariate analysis. The 10 variables selected for this analysis were those considered most important and most reliable in the literature. They were: general union attitude, specific union attitude, union satisfaction, union service, shop steward charismatic leadership, loyalty toward the union, responsibility toward the union, willingness to work for the union, instrumentality of participation and current participation. This analysis was conducted in an effort to gain a clearer picture of the effects of the newsletter on the main variables in the study.

Repeated Measures Analysis:

Demographic information and handwriting analysis were used to match respondents from the treatment group who participated in both pre and post tests. This procedure was also used in the control group, allowing the identification of 19 treatment group and 35 control group participants. A repeated measures multivariate analysis of covariance was then used to analyze this subset of union members. As shown in Tables 1 and 2 (entire sample) and 3 and 4 (repeated measures sub-sample), demographics for the repeated measures sub-sample closely resemble those of the entire sample.

Table 3: Union Demographics for Repeated Measures Sample

Demographics	Control Group N= 35	Treatment group N=19
Age	M=41.25 yrs	M=48.21 yrs
Sex	2.9 % male 97.1% female	63.2% male 36.8% female
Education level	0 Some High School 45.7 % High School diploma 42.9% Community college 0% Some University 8.6 % Bachelor's degree 1.5 % Masters' degree	36.8% Some High school 47.4% High school diploma 15.8% Community college 0% Some university 0% Bachelor's degree 0% Masters' degree
Membership length	14.3% < 6mo. 25.7% 6mo-1 yr 22.9% 1-2 yrs 17.1% 2-5 yrs 20.0% 5-10 yrs 0% more than 10 yrs	5.3% < 6mo. 10.5% 6mo.-1yr 42.1% 1-2 yrs 5.3% 2-5 yrs 26.3% 5-10 yrs 10.5% more than 10 yrs
Voting Behavior	28.6% Every election 31.4% Most Elections 5.7% Some 34.3% Half 0% Never	42.1% Every election 15.8% Most 31.6% Some 0% Half 10.5% Never

Table 4: Union Demographics for the Repeated Measures Sample

Demographics	Repeated Measures sub-sample N=54 (Control & Treatment)
Age	M=43.70 yrs
Sex	24.1% male 75.9% female
Education level	13.0% Some High School 46.3% High School diploma 33.3% Community college 5.6% Bachelor's degree 1.9% Master's
Membership length	11.1% < 6 mo. 20.4% 6 mo-1 yr. 29.6% 1-2 yrs 13.0% 2-5 yrs 22.2% 5-10 yrs 3.7% >10 yrs
Voting Behavior	33.3 % Every election 25.9 % Most elections 14.8% Some elections 25.9% Never vote

Results

Prior to treatment, there were significant between group differences in the age ($t=3.77$, $p<.001$), sex ($t=-7.75$, $p<.001$), education level ($t=-5.52$, $p<.001$) and length of membership of participants ($t=3.37$, $p=.001$). As shown in Table 5, control group participants were younger, predominantly female, more highly educated and had been members of the union for a shorter length of time than treatment group participants. These demographic differences affect union commitment and participation (Fiorito, Gallagher & Greer, 1986; Fiorito & Greer, 1986; Thacker, Fields & Barclay, 1990; Cotton & McKenna, 1994). These variables were, therefore, used as covariates in subsequent analyses. The two groups also differed significantly in reported voting behavior prior to treatment. The treatment group reported voting more often than the control

group (see Table 6, Please note: a lower score on the current participation variables indicates a greater level of reported participation). This difference was also controlled for by treating voting behavior as a covariate. Following the introduction of the newsletter, the groups differed in willingness to contact the union for assistance ($t = -2.41$, $p = .02$), overall level of participation ($t = -2.13$, $p = .04$) and meeting attendance ($t = -2.15$, $p = .04$). The treatment group reported being more likely to contact the union for help, to attend union meetings and to have a greater level of overall participation (see Table 7).

Table 5: Demographic Differences Between the Control and Treatment Groups at Baseline

Variables	Mean+	t-value	2 tail significance for Unequal n's
Age	1=48.59 2=42.64	3.77	Significant***
Education	1=3.16 2=4.43	-5.62	Significant***
Length of Membership	1=4.04 2=3.09	3.37	Significant***
Marital status	1=2.84 2=2.83	.08	Not Significant
Sex	1=1.38 2=1.94	-7.75	Significant***
Number of dependents	1=.95 2=1.33	-1.65	Not Significant

1= treatment group

2= control group

+Missing values replaced using mean replacement.

**significant at .05 level

*** significant at .01 level

1=Treatment group, 2=Control group

Table 6: Differences between the Treatment and the Control groups On Current participation at baseline

Variables	Mean+	t-value	2 tail significance for Unequal n's
Committee Member	1=3.35 2=3.10	1.18	Not Significant
Contact Union	1=3.21 2=3.21	-.20	Not Significant
Current Participation Level	1=16.93 2=18.20	-1.24	Not Significant
Hold Union Office	1=3.38 2=3.54	-.84	Not Significant
Attend Union Meetings	1=3.13 2=3.49	-1.46	Not significant
Read Newsletter	1=1.75 2=1.98	-1.14	Not significant
Voting Behavior	1=2.10 2=2.81	-2.67	Significant**

+Missing values replaced using mean replacement.

Lower values indicate more participation

significant at .05 level, * significant at .01 level

1=Treatment group, 2=Control group

Table 7: Differences between the Treatment and the Control groups On Current participation after treatment

Variables	Mean+	t-value	2 tail significance for Unequal n's
Committee Member	1=3.11 2=3.25	-.54	Not significant
Contact Union	1=2.68 2=3.41	-2.41	Significant**
Current Participation Level	1=16.00 2=18.42	-2.13	Significant**
Hold Union Office	1=3.22 2=3.51	-1.24	Not Significant
Attend Union Meetings	1=3.00 2=3.59	-2.15	Significant**
Read Newsletter	1=1.57 2=1.79	-1.18	Not Significant
Voting Behavior	1=2.43 2=2.88	-1.45	Not Significant

+Missing values replaced using mean replacement.

Lower values indicate more participation

significant at .05 level, * significant at .01 level

1=Treatment group, 2=Control group

In the repeated measures sample, the two groups differed in age, sex and education in the repeated measures sub-sample (see Table 8). In contrast to the full sample, there were no significant differences for length of membership, voting behavior, or participation levels before or after treatment.

Table 8: Differences between groups for demographics and Participation level in the Repeated Measures Sample

Variables	Means (n1=19, n2=35)	t-value Unequa l n	DF. Unequa l n	Significanc e
Age	1=48.21 2=41.25	3.03	31.68	p<.05
Sex	1=1.37 2=1.97	-5.14	20.30	p<.001
Education level	1=3.11 2=4.57	-3.63	40.08	p=.001
Membership length	1=3.74 2=3.63	.29	27.78	N.S.
Voting Behavior	1=2.21 2=2.80	-1.42	45.48	N.S.
Current participation Before treatment	1=15.89 2=17.28	-.82	36.72	N.S.
Current participation After treatment	1=16.63 2=17.88	-.70	37.13	N.S.

+Missing values replaced using mean replacement.

Lower values indicate more participation

significant at .05 level, * significant at .01 level

1=Treatment group, 2=Control group

Correlations between scales:

Correlations for the overall sample (n=236) are in Table 9. Because of the large number of correlations, only strong ($>.5$) and significant ($p \leq .001$) correlations or those most interesting to the current research will be discussed here, please see the tables themselves for a complete look at the correlations. The union loyalty component of the union commitment scale was the one most

strongly correlated with the other scales: extrinsic bargaining priorities (.70); instrumentality of participation (.60); responsibility to the union (.51); satisfaction with the union (.65) and with perception of union service (.72).

Union loyalty was also related to charismatic leadership (.47) and shop steward behavior (.46). Union loyalty was also related to perception of the specific union (.41), perception of the union's power (.43), and willingness to work for the union (.44). Perceived charismatic leadership of shop stewards correlated with perceptions of shop steward behaviors (.79), with loyalty (.47) and with union satisfaction (.46). Current participation levels correlated with willingness to work for the union (-.53) and with responsibility to the union (-.43). Instrumentality of participation correlated with union satisfaction (.51), with perceived union service (.54) and with willingness to work for the union (.26). In addition, union satisfaction correlated with shop steward behavior (.51). General union attitude correlated with all variables except steward charisma. General union attitude correlated most strongly with: loyalty toward the union (.32), bargaining priorities (.26), responsibility toward the union (.26), and perception of specific union (.23). General union attitude also correlated with: current participation (-.17), instrumentality of participation (.18), union responsiveness (.19), shop steward behavior (.16) and union satisfaction (.16). Attitudes toward the specific union correlated with everything except shop steward behavior. Specific attitudes correlated most strongly with perceived responsiveness of the specific union (.70) and responsibility toward the union (.47).

Table 9: Correlations between scales for the entire sample (n=236)

	Variables	1	2	3	4	5	6	7	8	
1	Bargpri	(.91)								
2	Charmtot	.50*	(.95)							
3	Curpar	-.37*	-.26*	(.79)						
4	Loyaluni	.70*	.47*	-.41*	(.91)					
5	Militot	.34*	.37*	-.27*	.41*	(.63)				
6	Partot	.51*	.45*	-.29*	.60*	.23*	(.68)			
7	Respuni	.42*	.38*	-.43*	.51*	.34*	.39*	(.82)		
8	Stewtot	.47*	.79*	-.26*	.46*	.37*	.42*	.37*	(.96)	
9	Uattot	.26*	.11	-.17	.32*	.14^	.18^	.26*	.16^	
10	Upertot	.43*	.27*	-.31*	.41*	.25*	.32*	.47*	.12	
11	Upower	.35*	.29*	-.08	.43*	.14^	.31*	.27*	.29*	
12	Ures	.45*	.33*	-.26*	.40*	.31*	.34*	.50*	.29*	
13	Usattot	.63*	.46*	-.25*	.65*	.24*	.51*	.30*	.51*	
14	Userv	.71*	.45*	-.31*	.72*	.34*	.54*	.32*	.43*	
15	Wilwork	.31*	.21*	-.53*	.44*	.27*	.26*	.40*	.24*	
SD			2.98	4.85	5.54	4.87	6.02	5.05	2.79	8.71
Mean			14.81	20.75	17.67	20.12	29.63	24.20	14.98	34.03

Table 9 (continued)

	Variables	9	10	11	12	13	14	15
9	Uattot	(.74)						
10	Upertot	.23*	(.79)					
11	Upower	.21*	.15^	(.54)				
12	Ures	.20^	.70*	.19^	(.73)			
13	Usattot	.16^	.15^	.38*	.24*	(.78)		
14	Userv	.24*	.29*	.50*	.32*	.68*	(.89)	
15	Wilwork	.19^	.21*	.19^	.18^	.32*	.34*	(.74)
<hr/>								
SD		5.66	2.85	3.38	2.28	5.35	3.38	3.63
Mean		26.14	25.28	12.65	16.28	22.76	13.76	8.43

^Significant at .05 or lower

* Significant at .001 or lower

Legend:

Uattot= General attitude toward the union

Upertot= Perception of the specific union

Usattot=atisfaction with the union

Loyaluni= loyalty toward the union (component of union commitment)

Respuni= Responsibility toward the union

Wilwork= willingness to work for the union

Partot= belief in the instrumentality of union participation

Curpar= current participation in the union

Barpri= Bargaining priorities of the specific union

Ures= perceived responsiveness of the specific union

Userv= perceived union service of specific union

Upower= perceived power of specific union

Charmtot= Charismatic leadership of shop stewards

Stewtot= Shop steward's behaviors

Militot=militancy of members

Comparison of correlations between the control and treatment groups at Time 1 (pre-test, see Tables 10 and 11) showed similar relationships between union commitment components. However, the correlation between willingness to work for the union and union loyalty was much higher for the control group (.71) than for the treatment group (.32). This difference in correlation between union loyalty and willingness to work in the 2 groups changed from Time 1 to Time 2, the correlation between loyalty and willingness to work was .44 for the treatment group at Time 2 and .27 for the control group. Union loyalty and current participation were also more strongly correlated for the control group (-.47 vs. -.38). In contrast, correlations between ratings of shop steward charisma and perceived instrumentality of participation were lower in the treatment group (.67 for the control group vs. .37 for the treatment group). Correlations between shop steward behaviors and instrumentality of participation were also lower in the treatment group (.60 for the control group and .33 for the treatment group).

Table 10: Correlations between the dependent variables for the treatment group during the pre-test (n=48)

Variables	1	2	3	4	5	6	7	8
1 Bargpri	(.91)							
2 Charmtot	.77*	(.95)						
3 Curpar	-.50*	-.50*	(.79)					
4 Loyaluni	.74*	.67*	-.38	(.91)				
5 Militot	.49*	.43^	-.47*	.35	(.63)			
6 Partot	.61*	.67*	-.34^	.75*	.38^	(.68)		
7 Respuni	.42^	.35^	-.47*	.55*	.27	.44^	(.82)	
8 Stewtot	.68*	.84*	-.37^	.52*	.34^	.60*	.20	(.96)
9 Uattot	-.17	-.21	.27	-.23	-.15	-.19	-.26	-.22
10 Upertot	.46*	.39^	-.40^	.43^	.62*	.39^	.50*	.24
11 Upower	.53*	.40^	-.12	.71*	.15	.64*	.30^	.34^
12 Ures	.56*	.49*	-.45*	.37^	.57*	.35^	.48*	.36^
13 Usattot	.73*	.54*	-.27	.79*	.33^	.67*	.39^	.56*
14 Userv	.78*	.65*	-.46*	.82*	.34^	.70*	.38^	.57*
15 Wilwork	.33^	.37^	-.61*	.51^	.32^	.37^	.57*	.20
SD	3.46	6.31	5.61	5.89	5.26	5.48	2.93	9.60
Mean	14.91	21.06	16.93	20.27	31.94	24.65	15.96	36.30

Table 10 (continued)

Variables	9	10	11	12	13	14	15
9 Uattot	(.74)						
10 Upertot	-.11	(.79)					
11 Upower	.07	.14	(.54)				
12 Ures	.03	.75*	.17	(.73)			
13 Usattot	-.12	.23	.80*	.29^	(.78)		
14 Userv	-.06	.32^	.75*	.28^	.82*	(.89)	
15 Wilwork	-.29^	.27	.20	.20	.34^	.47*	(.74)
SD	2.72	2.89	3.38	2.18	5.82	3.56	3.31
Mean	23.33	25.27	12.38	16.63	22.82	13.63	8.54

All correlations are significant at .05 or lower except those specified.

^ Significant at .05 or lower

*Significant at .001 or lower

Diagonal contains scale reliability

Legend:

Uattot= General attitude toward the union

Upertot= Perception of the specific union

Usattot=atisfaction with the union

Loyaluni= loyalty toward the union (component of union commitment)

Respuni= Responsibility toward the union

Wilwork= willingness to work for the union

Partot= belief in the instrumentality of union participation

Curpar= current participation in the union

Barpri= Bargaining priorities of the specific union

Ures= perceived responsiveness of the specific union

Userv= perceived union service of specific union

Upower= perceived power of specific union

Charmtot= Charismatic leadership of shop stewards

Stewtot= Shop steward's behaviors

Militot= militancy of members

Table 11: Correlations between the dependent variables control group during the pre-test (n=73)

	Variables	1	2	3	4	5	6	7	8
1	Bargpri	(.91)							
2	Charmtot	.33^	(.95)						
3	Curpar	-.43*	-.31^	(.79)					
4	Loyaluni	.65*	.38*	-.47*	(.91)				
5	Militot	.36^	.24^	-.13	.33^	(.63)			
6	Partot	.63*	.37*	-.43*	.72*	.27^	(.68)		
7	Respuni	.47*	.52*	-.36	.51*	.24^	.53*	(.82)	
8	Stewtot	.26^	.60*	-.28^	.45*	.15	.33^	.53*	(.96)
9	Uattot	.08	.07	-.00	-.06	-.07	.15	.11	.10
10	Upertot	.56*	.32^	-.35^	.43*	.27^	.47*	.48*	.21
11	Upower	.39*	.41*	-.22	.45*	.32^	.44*	.36^	.34^
12	Ures	.53*	.32^	-.19	.43*	.26	.48*	.57*	.38*
13	Usattot	.45*	.35^	-.32^	.53*	.15	.47*	.28^	.43*
14	Userv	.68*	.28^	-.33	.74*	.38*	.60*	.41*	.34^
15	Wilwork	.44*	.26^	-.61*	.71*	.11	.51*	.49*	.45*
<hr/>									
SD		2.46	3.39	5.29	4.44	4.25	4.47	2.51	6.77
Mean		15.12	20.82	18.20	20.45	30.90	23.68	14.59	33.75

Table 11 (continued)

	Variables	9	10	11	12	13	14	15
9	Uattot	(.74)						
10	Upertot	.18	(.79)					
11	Upower	.00	.38*	(.54)				
12	Ures	.10	.65*	.30^	(.73)			
13	Usattot	.00	.18	.40*	.30^	(.78)		
14	Userv	.08	.43*	.50*	.52*	.58*	(.89)	
15	Wilwork	-.13	.20	.31^	.18	.48*	.52*	(.74)
<hr/>								
SD		2.08	2.58	2.51	2.38	5.44	2.96	2.82
Mean		23.28	25.29	12.47	16.14	23.64	14.06	8.50

All correlations are significant at .05 or lower except those specified.

^ Significant at .05 or lower

* Significant at .001 or lower

Diagonal contains scale reliability

Legend:

Uattot= General attitude toward the union

Upertot= Perception of the specific union

Usattot=atisfaction with the union

Loyaluni= loyalty toward the union (component of union commitment)

Respuni= Responsibility toward the union

Wilwork= willingness to work for the union

Partot= belief in the instrumentality of union participation

Curpar= current participation in the union

Barpri= Bargaining priorities of the specific union

Ures= perceived responsiveness of the specific union

Userv= perceived union service of specific union

Upower= perceived power of specific union

Charmtot= Charismatic leadership of shop stewards

Stewtot= Shop steward's behaviors

Militot= militancy of members

At Time 2, current participation and responsibility toward the union were more strongly correlated in the treatment group than in the control group ($-.52$ vs. $-.35$). Willingness to work for the union and current participation were also more strongly correlated in the treatment group than in the control group ($-.78$ vs. $-.40$). Correlations between union loyalty and current participation rose slightly for the treatment group ($-.42$) at Time 2 (post-test, see tables 12 and 13) and fell slightly for the control group ($-.39$). Current participation correlated $-.41$ with steward behavior in the treatment group and $-.025$ in the control group.

Correlations between general union attitudes and all other variables changed in both groups between Time 1 and Time 2. At Time 1, general union attitude was not correlated with any of the variables in either group except willingness to work for the union, with which there was a correlation of $-.29$ in treatment group. At Time 2, general union attitudes were correlated with every variable except two, shop stewards' charismatic leadership ($.21$) and perceived responsiveness of the specific union ($.24$), in the treatment group. In the control group at Time 2, general union attitudes correlated with all variables except instrumentality of participation.

At Time 1, specific union attitudes were correlated with all but four variables, shop steward behaviors, union power, union satisfaction and willingness to work for the union, in the treatment group. In the control group at Time 1, specific union attitudes were correlated with all variables except

instrumentality of participation, union satisfaction and willingness to work for the union. At Time 2, specific union attitudes correlated with: bargaining priorities (.40), responsibility toward the union (.50) and union responsiveness (.68) in the treatment group. In the control group at Time 2, specific attitudes correlated with bargaining priorities (.36), union loyalty (.44), responsibility toward the union (.47), union responsiveness (.75), steward charisma (.27) and current participation (-.28).

These differences in correlation strengths may be a result of differences a priori or differences in sample size, the overall sample contained 236 participants whereas the control group contained 73 and 78 participants and the treatment group contained 48 and 37 participants, at Time 1 and 2 respectively.

Table 12: Correlations between dependent variables for the treatment group during the post-test (n=37)

	Variables	1	2	3	4	5	6	7	8
1	Bargpri	(.91)							
2	Charmtot	.46 [^]	(.95)						
3	Curpar	-.33 [^]	-.34 [^]	(.79)					
4	Loyaluni	.66 [*]	.44 [^]	-.42 [^]	(.91)				
5	Militot	.31	.53 [*]	-.33 [^]	.51 [*]	(.63)			
6	Partot	.56 [*]	.55 [*]	-.29	.68 [*]	.22	(.68)		
7	Respuni	.52 [*]	.31 .06	-.52 [*]	.53 [*]	.35 [^]	.47 [^]	(.82)	
8	Stewtot	.59 [*]	.94 [*]	-.41 [^]	.49 [*]	.52 [*]	.56 [*]	.39 [^]	(.96)
9	Uattot	.61 [*]	.21	-.43 [^]	.67 [*]	.42 [^]	.57 [*]	.65 [*]	.34 [^]
10	Upertot	.40 [^]	.12	-.18	.30 .07	.03	.29 .08	.50 [^]	.13
11	Upower	.33 [^]	.38 [^]	-.07	.52 [*]	.18	.50 [^]	.23	.44 [^]
12	Ures	.39 [^]	.26	-.19	.30	.06	.32 .06	.48 [^]	.26
13	Usattot	.67 [*]	.51 [*]	-.18	.66 [*]	.16	.71 [*]	.22	.55 [*]
14	Userv	.62 [*]	.54 [*]	-.20	.70 [*]	.18	.61 [*]	.19	.56 [*]
15	Wilwork	.39 [^]	.22	-.78 [*]	.44 [^]	.24	.31 .06	.68 [*]	.30
SD		3.85	6.80	5.76	5.36	7.62	4.82	3.45	10.56
Mean		14.50	21.07	16.00	20.25	31.17	25.11	15.27	35.95

Table 12 (continued)

	Variables	9	10	11	12	13	14	15
9	Uattot	(.74)						
10	Upertot	.34^	(.79)					
11	Upower	.42^	.06	(.54)				
12	Ures	.24	.68*	.11	(.73)			
13	Usattot	.39^	.08	.48^	.20	(.78)		
14	Userv	.38^	.21	.67*	.15	.79*	(.89)	
15	Wilwork	.47^	.20	.31	.24	.13	.22	(.74)
				.06				
SD		6.99	3.11	3.21	2.57	5.84	3.99	3.16
Mean		30.78	25.86	12.14	16.57	22.34	13.67	8.78

All correlations are significant at .05 or lower except those specified.

^ Significant at .05 or lower

* Significant at .001 or lower

Diagonal contains scale reliability

Legend:

Uattot= General attitude toward the union

Upertot= Perception of the specific union

Usattot= satisfaction with the union

Loyaluni= loyalty toward the union (component of union commitment)

Respuni= Responsibility toward the union

Wilwork= willingness to work for the union

Partot= belief in the instrumentality of union participation

Curpar= current participation in the union

Barpri= Bargaining priorities of the specific union

Ures= perceived responsiveness of the specific union

Userv= perceived union service of specific union

Upower= perceived power of specific union

Charmtot= Charismatic leadership of shop stewards

Stewtot= Shop steward's behaviors

Militot= militancy of members

Table 13: Correlations between the dependent variables for the control group during the post-test (n=78)

Variables	1	2	3	4	5	6	7	8
1 Bargpri	(.91)							
2 Charmtot	.36*	(.95)						
3 Curpar	-.29^	.05	(.79)					
4 Loyaluni	.76*	.34^	-.39*	(.91)				
5 Militot	.31^	.26^	-.15	.49*	(.63)			
6 Partot	.38^	.25^	-.13	.36*	.15	(.68)		
7 Respuni	.34^	.41^	-.35^	.50*	.41*	.19	(.82)	
8 Stewtot	.35^	.75*	-.03	.39*	.29^	.26^	.32^	(.96)
9 Uattot	.52*	.30^	-.24^	.72*	.51*	.14	.43*	.33^
10 Upertot	.36*	.27^	-.28^	.44*	.17	.19	.47*	-.05
11 Upower	.27^	.17	-.03	.27^	.19	.04	.29^	.25^
12 Ures	.37*	.29^	-.23^	.49*	.35^	.20	.42*	.13
13 Usattot	.70*	.48*	-.23	.63*	.28^	.38*	.33^	.55*
14 Userv	.74*	.32^	-.28	.66*	.51*	.38*	.35^	.34^
15 Wilwork	.23^	.11	-.40*	.28^	.36*	.09	.19	.13
SD	2.64	3.86	5.49	4.35	5.70	5.40	2.48	8.44
Mean	14.59	20.33	18.42	19.67	26.29	23.97	14.62	32.00

All correlations are significant at .05 or lower except those specified.

^ Significant at .05 or lower

*Significant at .001 or lower

Table 13 (continued)

	Variables	9	10	11	12	13	14	15
9	Uattot2	(.74)						
10	Upertot2	.38*	(.79)					
11	Upower2	.24^	.10	(.54)				
12	Ures2	.44*	.75*	.23^	(.73)			
13	Usattot2	.45*	.10	.14	.17	(.78)		
14	Userv2	.49*	.21	.32^	.28^	.60*	(.89)	
15	Wilwork	.33^	.06 .19	.12	.16	.31^	.27^	(.74)
SD		6.19	2.97	4.08	2.07	4.67	3.37	4.61
Mean		28.34	25.00	13.24	15.98	22.09	13.61	8.13

All correlations are significant at .05 or lower except those specified.

^ Significant at .05 or lower

* Significant at .001 or lower

Diagonal contains scale reliability

Legend:

Uattot= General attitude toward the union

Upertot= Perception of the specific union

Usattot=atisfaction with the union

Loyaluni= loyalty toward the union (component of union commitment)

Respuni= Responsibility toward the union

Wilwork= willingness to work for the union

Partot= belief in the instrumentality of union participation

Curpar= current participation in the union

Barpri= Bargaining priorities of the specific union

Ures= perceived responsiveness of the specific union

Userv= perceived union service of specific union

Upower= perceived power of specific union

Charmtot= Charismatic leadership of shop stewards

Stewtot= Shop steward's behaviors

Miitot=militancy of members

Multivariate Results:

A 2 X 2 between subjects multivariate analysis of covariance was performed on fifteen dependent variables: general union attitudes, satisfaction with the union, specific union attitudes, loyalty to the union, responsibility to the union, willingness to work for the union, perceived instrumentality of participation, current participation, perceived union bargaining priorities, union responsiveness, union service, union power, charismatic leadership, steward behaviors and militancy. Adjustments were made using five covariates: age, sex, education level, length of membership, voting behavior. These variables differed significantly in the two groups (see Tables 5 and 6). The independent variables were Group (Control vs. Newsletter) and Time (Pre-Treatment and Post-Treatment). There were no univariate or multivariate within cell outliers. Assumptions of normality, homogeneity of variance-covariance matrices and linearity were satisfactory. Covariates were adequately reliable for covariance analysis.

With the use of Wilks' criterion, after controlling for the covariates, both factors, Time ($\lambda=.561$) and type of Group ($\lambda=.880$) showed a significant effect but the interaction did not show a significant effect ($\lambda=.911$). The approximate F for Time was $(14,214)=11.98$, $p<.001$ and the F for Group (Newsletter vs. Control) was $(F(14,214)= 2.09$, $p=.013$), the F for the interaction was $(F(14, 214)=1.48$, $p=.122)$. There was a moderate effect for time, $\eta^2=.439$ and modest effects for the Type of Group ($\eta^2=.120$) and the interaction ($\eta^2=.088$).

To further examine the power of the covariates to adjust the dependent variables, multiple regressions were run for each dependent variable in turn, with covariates acting as multiple predictors. Three covariates, age, length of membership and voting provided significant adjustment to union satisfaction. The beta of .72 for age was significantly different from zero $\{t(215) = 2.55, p = .012\}$ as were the β values of .74 and .56 for voting and length of membership respectively $\{t(215) = -2.12$ and $-2.60, p < .05\}$. Voting and length of membership with respective β s equal to .99 $\{t(215) = -4.34, p < .001\}$ and .65 $\{t(215) = -2.35, p = .02\}$ for loyalty to the union were also significant. Voting with a β of .84 $\{t(215) = -2.96, p = .003\}$ and 1.0 $\{t(215) = -5.40, p < .001\}$ significantly adjusted responsibility to the union and willingness to work for the union. All of the covariates significantly adjusted instrumentality of participation with Betas ranging from .479 for education to .867 for voting $\{t(215) = -1.92, p = .056$ to $t(215) = -3.09, p = .002\}$. Sex and voting significantly adjusted current level of participation $\{\beta = .90, t(215) = -3.26, p = .001$ and $1.0, t(215) = 15.46, p < .001\}$, respectively). Voting and sex also significantly adjusted steward charisma $\{t(215) = -1.91, p = .58$ and $t(215) = 2.40, p < .05\}$.

The multivariate analysis was followed by both the univariate and Roy-Bargman stepdown F procedures. Positive general and specific union attitudes act as gatekeepers to union loyalty and commitment, therefore, the order of entry in the Roy-Bargman procedure was: union attitudes (general), union perception (specific attitudes), union satisfaction, union loyalty, responsibility to

the union, willingness to work for the union, instrumentality of participation, current participation, union bargaining priorities, union responsibility, union service, union power, charismatic leadership, shop steward behavior and militancy. Homogeneity of regression was satisfactory and dependent variables were judged sufficiently reliable to act as covariates. Results for the stepwise analysis are summarized in Table 14. The explanations for table abbreviations are in Appendix E.

Table 14: Fifteen variable Roy-Bargman Stepdown Analysis

Source	SS	MS Error	DF.	Error DF.	F	Signif.
Group						
Uattot	27.50	23.36	1	227	1.17	.279
Upertot	.12	7.47	1	226	.02	.898
Usattot	21.67	25.89	1	225	.84	.361
Loyaluni	.04	10.82	1	224	.004	.949
Respuni	10.18	4.88	1	223	2.09	.150
Wilwork	.007	9.84	1	222	.001	.979
Partot	48.38	14.95	1	221	3.24	.073^
Curpar	95.41	9.89	1	220	9.65	.002**
Bargpri	1.17	3.71	1	219	.31	.575
Ures	3.87	2.49	1	218	1.56	.214
Userv	.04	4.20	1	217	.009	.925
Upower	6.14	8.41	1	216	.729	.394
Charmtot	35.39	16.21	1	215	2.18	.141
Stewtot	129.87	24.95	1	214	5.21	.024*
Militot	33.36	23.68	1	213	1.41	.237
Time						
Uattot	2029.61	23.36	1	227	86.87	.001**
Upertot	20.92	7.47	1	226	2.80	.096^
Usattot	158.32	25.88	1	225	6.12	.014*
Loyaluni	35.16	10.83	1	224	3.25	.073^
Respuni	18.86	4.88	1	223	3.86	.051^
Wilwork	1.53	9.84	1	222	.16	.674
Partot	83.37	14.95	1	221	5.58	.019*
Curpar	65.20	9.89	1	220	6.59	.011*
Bargpri	8.45	3.72	1	219	2.27	.133
Ures	1.19	2.49	1	218	.478	.490
Userv	.37	4.20	1	217	.088	.768
Upower	6.96	8.41	1	216	.827	.364
Charmtot	20.61	16.21	1	215	1.27	.261
Stewtot	63.71	24.95	1	214	2.55	.112
Militot	504.13	23.67	1	213	21.29	.001**
Group by Time						
Uattot	86.75	23.36	1	227	3.71	.055^
Upertot	3.90	7.47	1	226	.52	.471
Usattot	2.49	25.89	1	225	.10	.757
Loyaluni	5.98	10.83	1	224	.55	.458
Respuni	17.11	4.88	1	223	3.50	.063^
Wilwork	6.08	9.84	1	222	.62	.433
Partot	.52	14.95	1	221	.03	.852
Curpar	37.50	9.89	1	220	3.79	.053^
Bargpri	3.19	3.72	1	219	.86	.356
Ures	1.39	2.49	1	218	.56	.455
Userv	.43	4.20	1	217	.10	.749
Upower	8.03	8.41	1	216	.95	.330
Charmtot	4.06	16.21	1	215	.25	.617
Stewtot	6.19	24.95	1	214	.25	.619
Militot	111.12	23.69	1	213	4.69	.031*
Error						
Uattot	14.92	23.36	5	227	.639	.670
Upertot	15.45	7.47	5	226	2.07	.070
Usattot	69.44	25.88	5	225	2.68	.022
Loyaluni	16.95	10.83	5	224	1.57	.171
Respuni	6.64	4.88	5	223	1.35	.241
Wilwork	34.00	9.84	5	222	3.46	.005
Partot	32.01	14.95	5	221	2.14	.062
Curpar	466.64	9.89	5	220	47.19	.001
Bargpri	1.36	3.72	5	219	.36	.872
Ures	1.16	2.49	5	218	.47	.799
Userv	5.41	4.20	5	217	1.29	.270
Upower	7.19	8.41	5	216	.85	.512
Charmtot	17.59	16.21	5	215	1.09	.370
Stewtot	11.25	24.95	5	214	.45	.812
Militot	13.22	23.68	5	213	.56	.732

Once differences between groups were controlled for by using them as covariates, there was a trend toward an interaction between the newsletter and the groups for general union attitude [stepdown $F(1,227)=3.71$, $p=.055$]. In the case of general union attitudes the means increased from the Pretest (Time 1) to the Posttest (Time 2). Means of general union attitude in the treatment group were slightly higher than in the control group ($M_{\text{time1}}=23.33$, $M_{\text{time2}}=30.78$) whereas the means for the control group increased ($M_{\text{time1}}=23.27$, $M_{\text{time2}}=28.34$, see Table 15).

Table 15: Group Means for Members' perception of their Union and reported degree of Militancy

Group		Barpri	Millitot	Uattot	Upertot	Upower	Ures	Uerv	Usattot
Pre-test Treatment Group (n=48)	Mean	14.92	31.94	23.33	25.27	12.38	16.75	13.63	22.82
	Std. Dev.	3.46	5.26	2.72	2.89	3.38	2.18	3.56	5.82
Pre-test Control Group (n=48)	Mean	15.12	30.90	23.28	25.29	12.47	16.14	14.06	23.64
	Std. Dev.	2.46	4.25	2.08	2.57	2.51	2.38	2.96	5.44
Post-test Treatment Group (n=37)	Mean	14.50	31.17	30.78	25.86	12.14	16.57	13.67	22.34
	Std. Dev.	3.85	7.62	6.99	3.11	3.21	2.57	3.99	5.84
Post-test Control Group (n=78)	Mean	14.59	26.29	28.34	25.00	13.24	15.98	13.61	22.09
	Std. Dev.	2.65	5.70	6.20	2.97	4.08	2.07	3.37	4.67

Group (control vs. treatment) and Time (pretest vs. posttest)

showed a trend toward a significant effect for responsibility toward the union [stepdown $F(1,223)=3.50$, $p=.063$], and current levels of participation [stepdown $F(1,220)=3.79$, $p=.053$]. As shown in Table 16, the means for current participation were originally lower for the treatment group, ($M_{\text{treatment group}}=16.93$ vs. $M_{\text{control group}}=18.20$) and remained at approximately the same point at time 2 ($M_{\text{treatment group}}=16.00$, $M_{\text{control group}}=18.42$). In this instance however, a lower mean indicates greater participation because current level of participation was reverse coded. There was also a significant difference for the interaction between group (treatment and control) and time [Pretest (Time1) vs. Posttest (Time2)] for militancy [stepdown $F(1,213)=4.69$, $p<.05$].

Table 16: Group Means for Union Commitment, it's factors, Leadership and Instrumentality of Participation

Group		Partot	Respuni	Loyaluni	Wilwork	Curpar	Stewtot	Charmtot
Pre-test Treatment Group (n=48)	Mean	24.65	15.96	20.27	8.54	16.93	36.30	21.06
	Std. Dev.	5.48	2.93	5.89	3.31	5.61	9.60	6.31
Pre-test Control Group (n=73)	Mean	23.68	14.59	20.45	8.50	18.20	33.75	20.82
	Std. Dev.	4.47	2.51	4.44	2.82	5.29	6.77	3.39
Post-test Treatment Group (n=37)	Mean	25.11	15.27	20.25	8.78	16.00	35.95	21.07
	Std. Dev.	4.82	3.45	5.36	3.16	5.76	10.56	6.80
Post-test Control Group (n=78)	Mean	23.97	14.62	19.67	8.13	18.42	32.00	20.33
	Std. Dev.	5.40	2.48	4.35	4.61	5.49	8.44	3.86

After adjusting for differences on the covariates of the two groups, Time [Pretest(Time1) vs. Posttest (Time2)] made a significant contribution to the

dependent variables. Loyalty to the union approached significance [stepdown $F(1,224)=3.25$, $p=.073$]. Significant differences in general union attitudes were correlated with the presence of the newsletter [stepdown $F(1,227)=86.87$, $p<.001$]. As well, specific union attitudes approached significance [stepdown $F(1,226)=2.80$, $p=.096$]. Significant differences were also found for union satisfaction [stepdown $F(1,225)=6.12$, $p<.05$], responsibility toward the union [stepdown $F(1,223)=3.86$, $p=.051$]. The means of responsibility toward the union (see Table 16) were however, initially higher for the treatment group than for the control group ($M_{\text{treatment/time1}}=15.96$, $M_{\text{control/time1}}=14.59$) and fell slightly at time 2 ($M_{\text{treatment/time2}}=15.27$, $M_{\text{control/time2}}=14.62$). Time (pretest/Time1 vs. post test /Time2) significantly affected instrumentality of participation [stepdown $F(1,221)=5.58$, $p<.05$]. In this case, the means for perceived instrumentality of participation (Table 16 and Appendix E for abbreviations) rose slightly more for the treatment group ($M_{\text{time1}}=24.65$, $M_{\text{time2}}=25.11$) than for the control group ($M_{\text{time1}}=23.68$, $M_{\text{time2}}=23.97$).

Current levels of participation [stepdown $F(1,220)=6.59$, $p<.05$], and militancy, [stepdown $F(1,213)=4.69$, $p<.05$] were also significantly correlated with Group (Treatment vs. Control) and Time (Pretest /Time1 vs.

Posttest/Time2). However, the means for the Treatment Group indicated greater participation than the control group, initially and less participation in the Treatment following the introduction of the newsletter (see Table 16). There was a consistent effect for militancy; this result represents a drop in the control

group mean ($M_{\text{time1}}=30.90$, $M_{\text{time2}}=26.29$), the mean for militancy of the treatment group also fell, but only slightly ($M_{\text{time1}}=31.94$, $M_{\text{time2}}=31.17$, see Table 15).

There were significant differences on dependent variables between groups (treatment vs. control). After controlling for the covariates, the two groups differed on current levels of participation [stepdown $F(1,220)=9.65$, $p=.002$] and perceived behaviors of shop stewards [stepdown $F(1,214)=5.21$, $p=.024$]. Perceived instrumentality of participation also approached significance [stepdown $F(1,221)=3.24$, $p=.073$] after adjusting for covariates.

Univariate Results I:

The univariate analyses of covariance produced similar results, however when general and specific attitudes were not controlled for as covariates, responsibility to the union did not show a tendency toward significance (see Table 17). Group (control vs. treatment) and Time (pretest/Time 1 vs. posttest /Time2) still showed an effect a trend toward an effect for current level of participation [$F(1,227)=3.37$, $p=.068$], but it was not as strong as it had been when attitudes were used as covariates. The Group and Time interaction also showed a stronger effect for militancy when the other variables were not controlled for ($F(1,227)=6.27$, $p=.013$). Time (pretest/Time1 and posttest/time 2) by itself also appeared to have less of an effect when union attitudes were not controlled for; only current level of participation [$F(1,227)=4.58$, $p=.033$] and militancy [$F(1,227)=10.79$, $p=.001$] showed significant effects. In the univariate

tests, significant differences between the two groups were found on current level of participation, [$F(1,227)= 8.51, p=.004$] and shop steward behaviors [$F(1,227)=7.28, p=.007$], in addition to militancy, [$F(1,227)=4.18, p<.05$].

Table 17: Univariate Analysis of Covariance using 15 variables, d.f. (1,227)

Source	SS	MS Error	F	Signif.
Group				
Uattot	27.50	23.36	1.18	.279
Upertot	.17	7.93	0.02	.885
Usattot	11.29	27.39	.412	.522
Loyaluni	.43	22.29	0.02	.889
Respuni	11.89	7.34	1.62	.205
Wilwork	.79	11.97	0.07	.798
Partot	39.14	23.82	1.64	.201
Curpar	116.75	13.72	8.51	.004**
Barpri	.63	8.36	0.07	.785
Ures	6.62	5.15	1.29	.258
Userv	.06	10.77	0.01	.941
Upower	12.09	11.38	1.06	.304
Charmtot	56.62	23.10	2.45	.119
Stewtot	532.41	73.11	7.28	.007**
Militot	129.11	30.86	4.18	.042**
Time				
Uattot	2029.61	23.36	86.87	.000***
Upertot	1.29	7.93	.16	.687
Usattot	15.91	27.39	.58	.447
Loyaluni	.07	22.29	.00	.957
Respuni	5.12	7.34	.70	.405
Wilwork	3.56	11.98	.30	.586
Partot	31.01	23.82	1.30	.255
Curpar	62.89	13.72	4.58	.033**
Barpri	2.31	8.36	.28	.600
Ures	1.91	5.15	.37	.543
Userv	1.28	10.77	.12	.730
Upower	8.65	11.38	.76	.384
Charmtot	1.05	23.10	.05	.831
Stewtot	13.18	73.11	.18	.672
Militot	332.94	30.86	10.79	.001***
Group by Time				
Uattot	86.75	23.36	3.71	.055^
Upertot	11.14	7.93	1.41	.234
Usattot	18.45	27.39	.67	.413
Loyaluni	8.54	22.39	.38	.536
Respuni	04.27	7.34	.58	.447
Wilwork	06.46	11.98	.54	.463
Partot	00.31	23.82	.01	.909
Curpar	46.28	13.72	3.37	.068^
Barpri	00.74	8.36	.09	.766
Ures	00.01	5.15	.00	.962
Userv	02.52	10.77	.23	.629
Upower	10.42	11.38	.92	.340
Charmtot	02.92	23.10	.13	.722
Stewtot	20.50	73.11	.28	.597
Militot	193.44	30.86	6.27	.013**
Error				
Uattot	74.62	23.36	.64	.67
Upertot	95.45	7.93	2.41	.038
Usattot	417.13	27.39	3.05	.011
Loyaluni	481.38	22.29	4.32	.001
Respuni	90.68	7.34	2.47	.033
Wilwork	367.70	11.98	6.14	.000
Partot	517.48	23.82	4.35	.001
Curpar	3891.08	13.72	56.71	.000
Barpri	173.93	8.36	4.16	.001
Ures	28.92	5.15	1.12	.349
Userv	230.28	10.77	4.27	.001
Upower	61.00	11.38	1.07	.377
Charmtot	267.66	23.10	2.32	.044
Stewtot	535.31	73.11	1.46	.202
Militot	188.34	30.86	1.22	.300

Post Hoc Analysis:

A Roy-Bargman stepdown F procedure which included only 10 key variables, based mainly on the union participation model developed by Kelloway and Barling (1993), was used to see whether these would provide a clearer picture of the effect of the introduction of the newsletter on union attitudes and commitment. The results of this analysis were substantially the same.

The order of entry in this Roy-Bargman analysis was based on the literature, and in particular the results of Kelloway and Barling (1993). The order of entry was as follows: general union attitude, specific union attitude, union satisfaction, union service, shop steward charismatic leadership, loyalty toward the union, responsibility toward the union, willingness to work for the union, instrumentality of participation and current participation. Homogeneity of regression was satisfactory and dependent variables were judged sufficiently reliable to act as covariates. Results for the stepwise analysis are summarized in Table 18.

Table 18 : Post-Hoc Roy-Bargman Stepdown Analysis using 10 variables

Source	SS	MS Error	DF.	Error DF.	F	Signif.
Group						
Uattot	27.50	23.36	1	227	1.18	.279
Upertot	0.12	7.47	1	226	0.02	.898
Usattot	21.67	25.88	1	225	0.84	.361
Userv	0.28	5.61	1	224	0.05	.822
Charmtot	73.98	17.51	1	223	4.23	.041**
Loyaluni	1.92	8.72	1	222	0.22	.639
Respuni	5.27	4.72	1	221	1.12	.292
Wilwork	0.02	9.88	1	220	0.00	.961
Partot	34.92	14.72	1	219	2.37	.125
Curpar	88.16	9.89	1	218	8.92	.003**
Time						
Uattot	2029.61	23.36	1	227	86.87	.000***
Upertot	20.92	7.47	1	226	2.80	.096^
Usattot	158.32	25.89	1	225	6.12	.014**
Userv	0.99	5.61	1	224	0.18	.674
Charmtot	8.22	17.51	1	223	0.47	.494
Loyaluni	31.52	8.72	1	222	3.61	.059^
Respuni	21.99	4.72	1	221	4.66	.032**
Wilwork	1.96	9.88	1	220	0.20	.656
Partot	69.94	14.72	1	219	4.75	.030**
Curpar	61.90	9.89	1	218	6.26	.013**
Group by Time						
Uattot	86.75	23.36	1	227	3.71	.055^
Upertot	3.90	7.47	1	226	0.52	.471
Usattot	2.49	25.89	1	225	0.10	.757
Userv	2.13	5.61	1	224	0.38	.539
Charmtot	0.30	17.51	1	223	0.02	.896
Loyaluni	2.30	8.72	1	222	0.26	.608
Respuni	17.24	4.72	1	221	3.65	.057^
Wilwork	6.65	9.88	1	220	0.67	.413
Partot	0.50	14.72	1	219	0.03	.854
Curpar	37.99	9.89	1	218	3.84	.051^
Error						
Uattot	14.92	23.36	5	227	0.64	.670
Upertot	15.45	7.47	5	226	2.07	.070
Usattot	69.44	25.87	5	225	2.68	.022
Userv	10.86	5.61	5	224	1.94	.089
Charmtot	18.17	17.51	5	223	1.04	.396
Loyaluni	11.24	8.72	5	222	1.29	.270
Respuni	6.77	4.72	5	221	1.43	.213
Wilwork	33.81	9.88	5	220	3.42	.005
Partot	23.35	14.72	5	219	1.59	.165
Curpar	467.63	9.89	5	218	47.29	.000

See Appendix E: Abbreviations.

Once differences between groups were controlled for by using them as covariates, trends toward an interaction between the newsletter and the groups were found for general union attitude [stepdown $F(1,227)=3.71$, $p=.055$]. In the case of general union attitudes the means increased from the pre-test to the post-test. Means of general union attitude in the treatment group were slightly higher than in the control group [$M_{\text{time1/treatment}}=23.33$, $M_{\text{time2/treatment}}=30.78$, $M_{\text{time1/control}}=23.27$, $M_{\text{time2/control}}=28.34$, see table 15].

Group (control vs. newsletter) and time (pretest vs. posttest) showed a trend toward a significant effect for responsibility toward the union [stepdown $F(1,221)=3.65$, $p=.057$], and current levels of participation [stepdown $F(1,218)=3.84$, $p=.051$]. As shown in Table 16, the means for current participation were originally lower for the treatment group, ($M_{\text{treatment/time1}}=16.93$, $M_{\text{control/time1}}=18.20$) and remained at approximately the same point at time 2 ($M_{\text{treatment/time2}}=16.00$, $M_{\text{control/time2}}=18.42$). In this instance, however, a lower mean indicates greater participation because current level of participation was reverse coded.

After adjusting for differences on the covariates of two groups, time (pretest/Time1 vs. posttest/Time2) made a significant contribution to the dependent variables. Significant differences in general union attitudes were correlated with the presence of the newsletter [stepdown $F(1,227)=86.87$, $p<.001$]. As well, specific union attitudes approached significance [stepdown $F(1,226)=2.80$, $p=.096$]. Significant differences were also found for union

satisfaction [stepdown $F(1, 225) = 6.12$ $p < .05$], loyalty toward the union [stepdown $F(1, 222) = 3.61$ $p = .059$], responsibility toward the union [stepdown $F(1, 221) = 4.66$ $p = .032$]. The means of responsibility toward the union (see Table 16) were however, initially higher for the treatment group than for the control group ($M_{\text{treatment/time1}} = 15.96$, $M_{\text{control/time1}} = 14.59$) at time 1, and fell slightly at time 2 ($M_{\text{treatment/time2}} = 15.27$, $M_{\text{control/time2}} = 14.62$). Time (pretreatment vs. posttreatment) significantly affected instrumentality of participation [stepdown $F(1, 219) = 4.75$, $p < .05$]. In this case, the means for perceived instrumentality of participation (Table 16, rose slightly more for the treatment group ($M_{\text{treatment/time1}} = 24.65$ to $M_{\text{treatment/time2}} = 25.11$) than for the control group ($M_{\text{control/time1}} = 23.68$ to $M_{\text{control/time2}} = 23.97$). Current levels of participation [stepdown $F(1, 218) = 6.26$, $p < .05$] were also significantly correlated with treatment.

There were significant differences on dependent variables between groups (treatment vs. control). After controlling for the covariates, the two groups differed on current levels of participation [stepdown $F(1, 218) = 8.92$, $p = .003$] and perceived charismatic leadership of shop stewards [stepdown $F(1, 223) = 4.23$, $p = .041$].

Univariate Analysis II:

The univariate analyses of covariance using 10 variables produced similar results, however when general and specific attitudes were not controlled for as covariates, responsibility to the union did not show a tendency toward

significance (see Table 19). The effect of Group and Time on union attitudes remained the same [$F(1,227)= 3.71$, $p=.055$]. Group (control vs. treatment) and Time (pretest vs. posttest) showed a tendency toward an effect a trend toward an effect for current level of participation [$F(1,227)=3.37$, $p=.068$], but it was not as strong as it had been when attitudes were used as covariates. Time (pretest and posttest) by itself also appeared to have less of an effect when union attitudes were not controlled for, other than union attitudes [$F(1,227)=86.87$, $p<.001$]; only current level of participation [$F(1,227)= 4.58$, $p=.033$] showed a significant effect. Significant differences between the two groups were found on current level of participation, [$F(1,227)= 8.51$, $p=.004$].

Table 19: Post-Hoc Univariate Analysis using 10 variables, d.f. (1,227)

Source	SS	MS Error	F	Signif.
Group				
Uattot	27.50	23.36	1.18	.279
Upertot	0.17	7.93	0.02	.885
Usattot	11.29	27.39	0.41	.522
Userv	0.06	10.77	0.01	.941
Charmtot	56.62	23.10	2.45	.119
Loyaluni	0.43	22.29	0.02	.889
Respuni	11.89	7.34	1.62	.205
Wilwork	0.79	11.98	0.07	.798
Partot	39.14	23.82	1.62	.201
Curpar	116.75	13.72	8.51	.004**
Time				
Uattot	2029.6	23.36	86.87	.000***
Upertot	1	7.93	0.16	.687
Usattot	1.29	27.39	0.58	.447
Userv	15.91	10.77	0.12	.730
Charmtot	1.28	23.10	0.05	.831
Loyaluni	1.05	22.29	0.00	.957
Respuni	0.07	7.34	0.70	.405
Wilwork	5.12	11.98	0.30	.586
Partot	3.56	23.82	1.30	.255
Curpar	31.01	13.72	4.58	.033**
	62.89			
Group by Time				
Uattot	86.75	23.36	3.71	.055^
Upertot	11.14	7.93	1.41	.237
Usattot	18.45	27.39	0.67	.413
Userv	2.52	10.77	0.23	.629
Charmtot	2.92	23.10	0.13	.722
Loyaluni	8.54	22.29	0.38	.536
Respuni	4.27	7.34	0.58	.447
Wilwork	6.46	11.98	0.54	.463
Partot	0.31	23.82	0.13	.909
Curpar	46.28	13.72	3.37	.068^
Error				
Uattot	74.62	23.36	0.64	.670
Upertot	95.45	7.93	2.41	.038
Usattot	417.13	27.39	3.05	.011
Userv	230.28	10.77	4.28	.001
Charmtot	267.66	23.10	2.32	.044
Loyaluni	481.38	22.29	4.32	.001
Respuni	90.68	7.34	2.47	.033
Wilwork	367.70	11.98	6.14	.000
Partot	517.48	23.82	4.35	.001
Curpar	3891.08	13.72	56.71	.000

legend: see Appendix E

Repeated Measures Anova Results:

There were no significant interactions using repeated measures analyses. There were however, a few significant effects for Time (pre vs. post test). Union attitudes increased from Time 1 to Time 2 [$F=58.03$ $df(1,52)$ $p<.001$]. Means in both the Control and treatment groups increased from Time 1 to Time2 ($M_{\text{treatmentgroup/time1}}=22.68$, $M_{\text{treatment/time2}} = 30.82$, $M_{\text{Control/time1}}= 23.26$, $M_{\text{control/time2}}= 30.06$, see repeated measures means in Table 20). Militancy decreased from Time 1 to Time 2 [$F=21.38$ $df(1, 52)$ $p<.001$]. The means for Militancy decreased from $M=32$ to $M=28.17$ in the Treatment group and decreased from $M=30.77$ to 26.86 in the Control group (see Table 20). Shop stewards' transformational leadership behaviors (Stewtot2) showed a trend toward significance with ratings of steward behaviors decreasing from Time 1 to Time 2 for both groups [$F=3.83$ $df(1,52)$ $p=.06$]. Means for shop steward behaviors fell from $M=37.11$ to $M=34.82$ in the Treatment group and fell from $M=34.42$ to $M=31.54$ in the Control group (see Table 21). Ratings of Charismatic leadership behavior also fell, though not significantly. Of the three factors which make up union commitment only responsibility to the union showed a significant effect for Time (pre vs. post treatment), ($F=6.22$ $df(1,52)$, $p=.016$). Unfortunately, the significant difference is in the opposite direction than that predicted. The means for responsibility toward the union fell from $M=16.73$ to $M=15.21$ in the Treatment group and from 15.25 to 14.69 in the Control group (see Table 20).

Table 20: Mean ratings of union members' attitudes, and commitment (repeated measures)

Group by Time	Uattot	Loyaluni	Respuni	Wilwork	Milltot
Newsletter Group pretreatment	M=22.68 std=2.14	M=20.46 std=7.09	M=16.73 std=2.88	M=8.74 std=3.84	M=32.00 std=6.17
Newsletter Group posttreatment	M=30.82 std=6.91	M=19.63 std=6.02	M=15.21 std=3.92	M=8.95 std=3.50	M=28.17 std=8.04
Control Group Pretreatment	M=23.26 std=2.08	M=21.10 std=4.25	M=15.25 std=2.61	M=8.94 std=2.76	M=30.77 std=3.54
Control Group posttreatment	M=30.06 std=5.94	M=20.33 std=4.44	M=14.69 std=2.56	M=8.20 std=2.96	M=26.86 std=5.82

Willingness to work increased slightly in the treatment group from Time 1 (M=8.74) to Time2 (M=8.95) and fell slightly in the control group (M_{time1}=8.94, M_{time2}=8.20). Though this result is not significant, it is in the expected direction of the hypothesis that information would have an effect on the components of union commitment. Self-report ratings of current level of participation were initially higher (reverse coding) in the treatment group than in the control group and while these ratings dropped somewhat they remained higher in the treatment group (see Table 21).

Table 21: Means and standard deviations of participation and leadership variables

Group by Time	Curpar	Partot	Charmtot	Stewtot
Newsletter Group pretreatment	M=15.37 std=5.57	M=25.21 std=7.04	M=21.00 std=7.85	M=37.11 std=10.93
Newsletter Group posttreatment	M=16.63 std=6.29	M=24.94 std=5.70	M=20.51 std=6.46	M=34.82 std=10.72
Control Group Pretreatment	M=17.73 std=5.89	M=24.00 std=4.89	M=21.14 std=3.06	M=34.42 std=5.59
Control Group posttreatment	M=17.88 std=6.30	M=24.42 std=4.41	M=20.43 std=3.76	M=31.54 std=8.43

Manipulation Check:

In addition to the usual demographic variables and the correlational and mancova findings one important practical issue is whether or not members actually wanted the newsletter, this has obvious and profound effects on the results. Table 22 shows that prior to the administration of the specific local newsletter, 41.6 % of the respondents felt that the overall newsletter provided them with sufficient information whereas following the administration of the newsletter, only 27 % felt the union newsletter is sufficient. As well, prior to the administration of the newsletter, 72.9 % of the respondents felt that they would read a newsletter specific to their local more than an overall newsletter. This number dropped however from time 1 to time 2 in the treatment group (59.4%). The number also dropped slightly in the control group. In addition, 91.2 % of the respondents wanted the newsletter to contain the dates, times and location of current meetings.

Table 22: Percentage of respondents interested reading a newsletter specific to the union local.

	Treatment Group Time1	Control Group Time 1	Treatment Group Time 2	Control Group Time2
Current UNION Newsletter has enough Information	41.6 % *	33.3 %	27.0%	19.2%
Wants Specific Newsletter	62.5 %	53.4 %	51.3 %	57.7 %
Would Read Specific Newsletter More often	72.9 %	67.1%	59.4%	61.5 %
Union Meeting Information	80.2 %	82.2 %	91.9 %	81.3 %
Meeting Minutes	64.6 %	74 %	72.9 %	66.7 %
Social Information	47.9 %	60.3 %	78.4 %	50 %
Political Information	43.7 %	65.8 %	64.9 %	57.7 %

*All percentages indicate participants Agreed or strongly agreed with the statement unless otherwise indicated. Please see the questionnaire in Appendix B, for the newsletter questions.

Another key issue related to the manipulation is whether or not respondents actually received the newsletter. Table 23 indicates that prior to the administration of the newsletter, 62.5 % of the respondents claimed to read every issue of the newsletter. Following treatment, 64.9 % claimed to read every issue in the treatment group. At time two, there was also an increase in the number of respondents in the treatment group who claimed to read every other issue of the newsletter. These results reinforce the assumption that specific newsletter was received and read by the membership.

Table 23: Percentage of respondents claiming to have read the Overall union newsletter

	Treatment Group Time1	Control Group Time 1	Treatment Group Time 2	Control Group Time2
Read Every Issue	62.5%	50%	64.9%	59.2%
Read Every other Issue	10.4%	16.7%	18.9%	10.5%
Read 1-2 Issues per year	16.7%	18.1%	10.8 %	22.5%
Never Read	10.4%	15.3%	5.4%	7.9%

Discussion

The analysis suggests that information, in the form of a newsletter, can increase participation and commitment. However, results were not as strong or as clear-cut as expected, this may be due to small sample sizes. The smallest group in this study contained 37 participants and the largest one contained 78 participants. Results also support the notion that the newsletter affects attitudes. The results of the analysis of covariance using the Roy Bargman stepdown procedure demonstrate that attitudes act as covariates for union members commitment and participation. When attitudes are taken into account, the effects of information on union participation and loyalty are stronger. In addition, when commitment variables are taken into account, the effect of information on current participation is stronger.

Test of Hypotheses

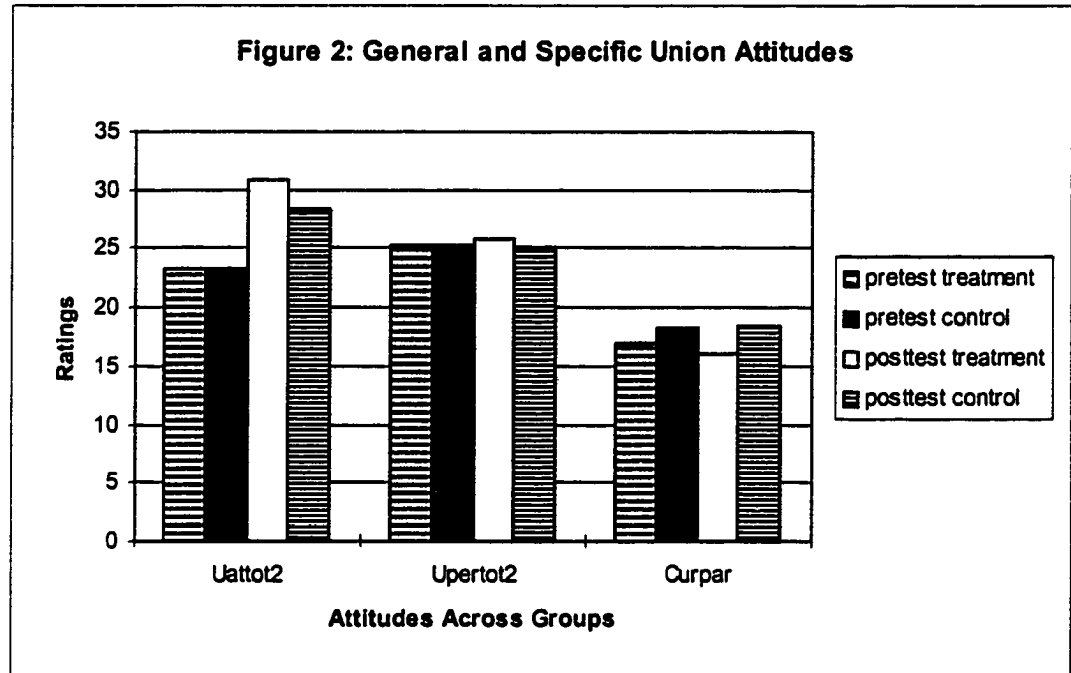
Hypothesis 1:

Hypothesis 1 stated that the introduction of the newsletter would positively affect general and specific attitudes toward the union. These attitudes act as a gatekeeper to union commitment and participation. They therefore represent the first step in increasing participation and commitment. Following the introduction of the newsletter, there was a significant increase in positive attitudes towards the union in general. An examination of the means of both groups showed that the increase in attitudes toward unions in general occurred in both the treatment and the control groups. However, the increase was stronger in the treatment group. Figure 2 and Table 15 show that general union attitudes improved from Time 1 to Time2.

However, specific attitudes toward the union did not change very much. The introduction of the newsletter was only marginally significant [stepdown $F=2.80$, $p=.096$]. The mean of attitudes toward the specific union local rose from Time 1 to Time 2 for the treatment group and fell slightly from Time 1 to Time 2 for the control group. Had the sample size been larger, perhaps a stronger effect would have been found.

The results of the treatment group partially support the theory that union attitudes act as a gatekeeper to union commitment and participation (Brett, 1980 and Kelloway et al., 1997). The results are also consistent with findings which indicate that positive union attitudes are a significant predictor of union

commitment (Youngblood, DeNisi, Molleston & Mobley, 1984; Gordon et al., 1980 and Fullagar et al., 1992) and which indicate that union attitudes play a role in member participation (Barling et al., 1992).



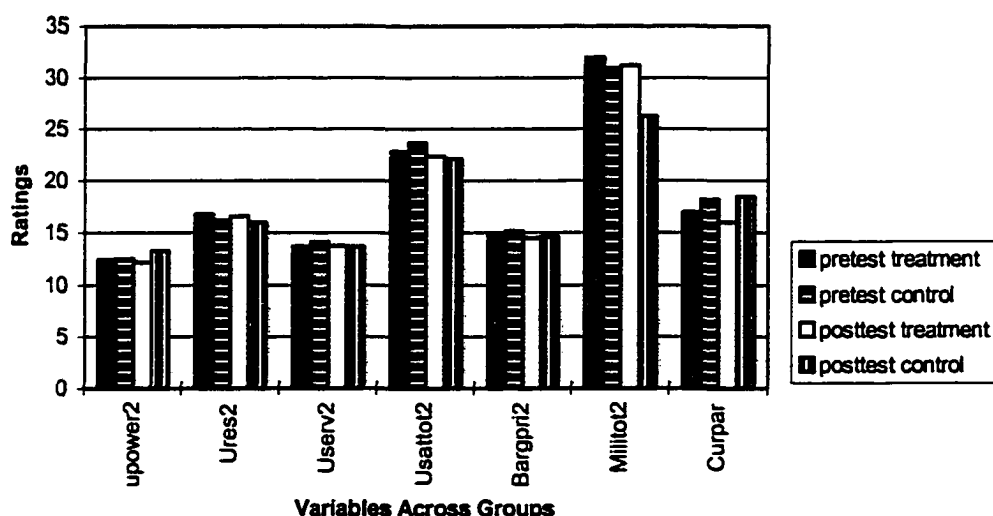
Hypothesis 2:

Hypothesis 2 stated that an increase in the information provided by the union would also affect perceived instrumentality of the union. Members' perceptions of union instrumentality is a key predictor of union loyalty (Kelloway et al. 1993; Kelloway et al. 1990; Fullagar and Barling, 1989). The content of the newsletter, focused on demonstrating the union's instrumentality. Perceptions of union instrumentality were measured using union service and union power measures. No significant effects were found for union instrumentality, using these measures.

Kelloway and Barling's (1993) model of participation asserts that perceived instrumentality is one of the best predictors of participation in the union. The results did not support this hypothesis (see Table 16 and Figure 3). In general, the means for perceived instrumentality stayed the same or fell in both groups from time one to time two. The mean ratings for bargaining priorities fell slightly in both groups at time two, as did the perceptions of union power, union responsiveness and union service. The lack of significant results may be due to the strength of the manipulation or other factors related to the functioning of the union.

A number of factors including wages, health and safety and benefits, affect perceived instrumentality. As well, not only do these conditions have to be present, union members must perceive that the union is responsible for their favourable wages and benefits.

Figure 3: Union Instrumentality, Militancy and Participation



Hypothesis 3:

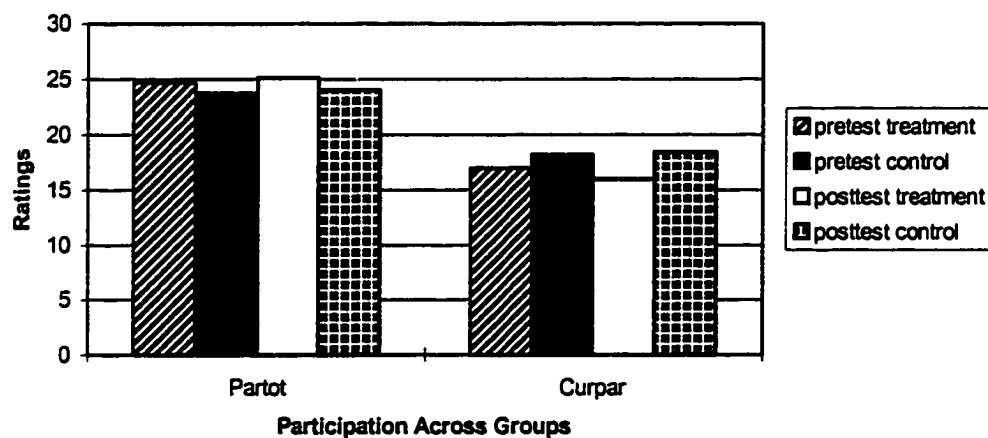
Hypothesis 3 stated that an increase in information would also be related to an increase in perceived instrumentality of union participation. The purpose of the newsletter was to discuss what the union did for its' members and to provide members with a forum in which to express their opinions and affect change. It was hypothesized that knowing what the union did and believing they could affect change, union members would believe that their participation in union affairs would influence the union and indirectly, their working conditions. This hypothesis was not supported. There was no significant interaction effect for instrumentality of participation. However, instrumentality of participation changed from Time 1 to Time 2 (see Table 16 and Figure 4). The means for instrumentality of participation at Time 1 were initially higher for the treatment group than for the control group, at Time 2 the means for both groups increased, although the means for the treatment group increased to a greater extent. Therefore, while the interaction was not significant, the direction of the change in means corresponded with what would be expected according to the hypothesis.

Again, as in hypothesis 1, historical events may have influenced views of union instrumentality and in particular instrumentality of participation. The small sample size may also mask the effect of the manipulation. The sample size plays an important role in finding an effect, for instance, with an alpha level of .05 and a power of .80, if we assume there were only 1 variable with two levels

and that the effect of the variable, is small to medium (.4), then a minimum sample size of 99 would be needed to reliably obtain a significant difference between groups (Pedhazur & Schmelkin, 1991).

Perceiving one's participation in the union as instrumental is a key predictor of participation in union activities, however, the relationship is still modest enough that it should not be relied on exclusively (Kelloway et al. 1995). Actual participation is contingent on a variety of factors. For instance, a member may intend to participate in the union but is prevented from doing so due to family obligations.

Figure 4: Participation and Instrumentality of Participation

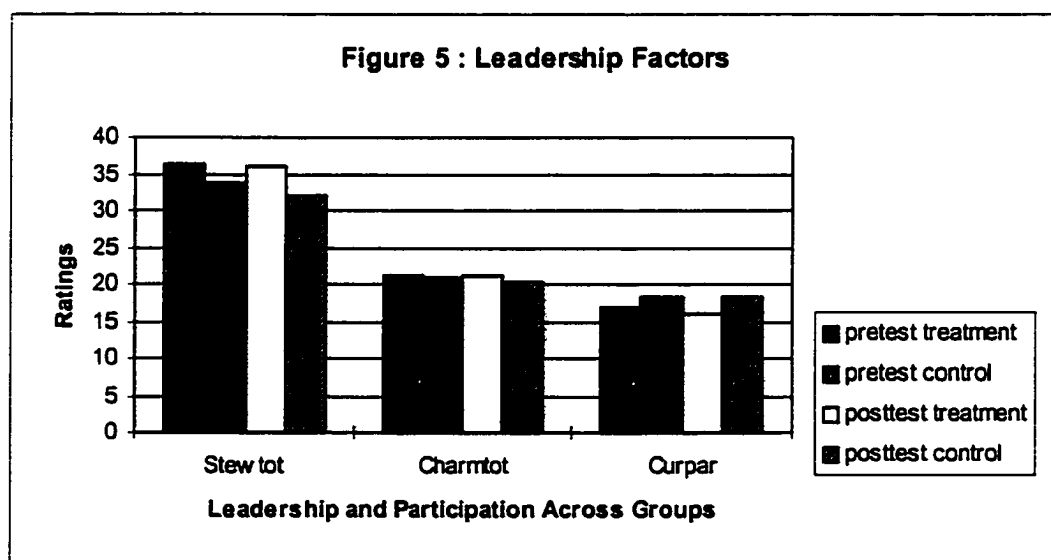


Hypothesis 4:

Hypothesis 4 stated that the introduction of the newsletter would give shop stewards an opportunity to discuss union issues with their members. Members were instructed to ask members about their concerns as they were handing out the newsletter. The thus newsletter increased the frequency with which stewards met with their members. This increase in leader behavior was

expected to affect members' attitudes toward their union leaders and beliefs about union instrumentality and in turn, to affect member commitment and participation. Johnson and Johnson's (1997) research supports this hypothesis. They found a direct effect for shop steward behavior and union loyalty and willingness to work for the union, these results are also consistent with Fullagar and Barling (1989) and Kelloway and Barling (1993).

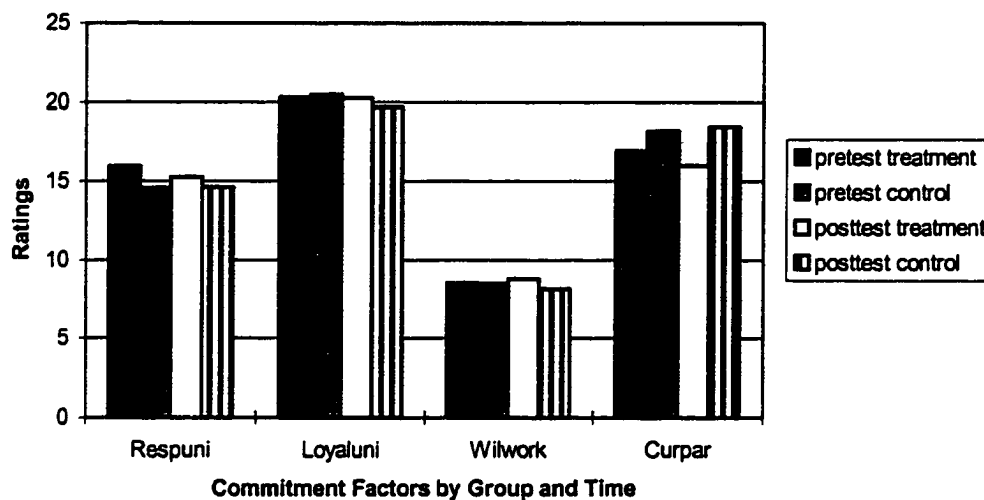
This hypothesis can not be confirmed or disconfirmed because the manipulation of leadership behaviors was incomplete. A significant difference between groups was however found for the treatment group (see Table 16 and Figure 5). The mean rating of shop steward behaviors was higher in the treatment group at both Time 1 and Time 2. However, ratings of perception of leader behavior fell slightly in both groups from Time 1 to Time 2. Average ratings of charismatic leadership were also higher in the treatment group than in the control group, these differences were not significant.



Hypothesis 5:

Hypothesis 5 stated that an increase in information through the introduction of the newsletter would lead to an increase in commitment and participation in the treatment group. Catano et al. (1995) and Kuruvilla et al. (1993) found that information sharing could act as a form of socialization which influenced union commitment and participation. In this study, this hypothesis was partially supported (see table 16 and Figure 6). There was an interaction effect between Group and Time for responsibility to the union and current participation in the stepdown analysis. However, the mean for responsibility to the union fell slightly in the treatment group and rose slightly in the control group. This contradicts the hypothesis that the newsletter would improve union commitment. However, though the differences were not significant, the means for the willingness to work factor of union commitment, rose in the treatment group and remained the same in the control group, thus changing in the appropriate manner to support the hypothesis that information improves commitment. The means for the loyalty component of union commitment remained the same in the treatment group but fell slightly in the control group, indicating that perhaps information about the union acts to maintain loyalty. The mean of current participation also fell slightly in the treatment group, however, in this case participation level was reverse coded, thus, a drop in the participation ratings indicated an increase in participation. This increase in participation level supports the hypothesis that providing information about the

union to members improves union participation.

Figure 6: Union Commitment and Participation

Increasing commitment and Participation

Previous research has indicated that training workshops increase union commitment and participation (Catano et al., 1995). Although the results were not as strong as expected, this study represents a good first step in determining other socialization methods with which to influence union commitment and participation. There is some indication that the administration of the newsletter did have an impact, Tables 6 and 7 illustrate respondents' reported participation level. Tables 6 and 7 show significant differences in treatment group members' willingness to contact the union for help, overall current participation level and union meeting attendance. A stronger manipulation may have had an even greater influence on member commitment, participation and perceptions of instrumentality. This stronger manipulation could be brought about by allowing a greater number of newsletters to be distributed before re-testing the union

Union commitment, participation and leadership 90 members and by increasing shop stewards' leadership behaviors as had originally been planned.

One challenge to increasing leadership behaviors in this study was the large geographical area that the shop stewards covered in the treatment union. Traditionally, a shop steward is available for consultation by members in each work location. Each shop steward in the treatment group is responsible for members at a number of different schools. This situation creates barriers to communication within the local. There are two possible remedies for this situation: 1) increase the number of shop stewards or 2) delegate a member at each school to act as a spokesperson or contact person when other members have concerns.

The results imply that the newsletter had a small but significant impact on union members' attitudes and participation. As well, an important trend toward significance was noticed for union commitment factors, in particular, willingness to work for the union. These results imply that attitudes toward the union and union participation are changeable and malleable. The levers needed to influence these variables remain to be identified.

Limitations

Some caution must be taken with these preliminary results. The effects may be small because of the small sample size. Had the sample been larger, stronger effects for union commitment might have occurred. Small sample sizes decrease the likelihood of finding an effect.

Historical effects may have played a role in the current findings. Between time 1 and time 2, a number of union related events occurred including a city bus drivers' strike and the signing of a favourable collective agreement by health care workers. These events were highly publicized in the area in which the study took place and may have had an effect on the members involved in this study.

In the three months between the administration of the pre-treatment measure and the post treatment measure a number of strikes and union actions took place that may also have had an impact on the union members. A mail strike took place at Christmas time just prior to the initial survey mail-out, a city bus driver's strike occurred during the first round of surveys and another local within the same larger union went on strike and won a substantial settlement. These salient events may have had an important effect on general and specific union attitudes. Many of the participants may have been negatively affected by the above labour actions and this may have colored their responses on the surveys both before and after the introduction of the newsletter and thus clouded results.

The manner in which the analysis was conducted may also have affected the results. The two groups (control and treatment), were treated as independent however, some of the participants from both groups participated in both the pretest and the posttest. Nineteen in the treatment group and thirty-five in the control group were identified as having responded twice. An

examination of the demographics of those responding twice in comparison to the entire sample for each group shows that the repeated measures sample and the entire sample do not differ significantly. The results of repeated measures analysis indicated that for those responding a second time, union attitudes improved, militancy decreased, shop steward behaviors were perceived as marginally improved and responsibility to the union showed a significant change. The fact that all of the subjects were not independent violates the independence of observation assumption for the multivariate analysis of variance. The violation of this assumption may affect the inferences made from the F-test. However, in the worse case (posttest for the treatment group) only about half of the subjects had participated in both phases of the study. In addition, this study could not have been completed without violating this assumption because of the small number of subjects undergoing the treatment and the risk that if only half the union members were advised of the research and the questionnaire they would inadvertently alert the other half of the questionnaire, thus biasing the results

It was not possible to assign subjects to groups because if half of the members of each local had been given a newsletter while the other half had not, there was a strong possibility that those individuals in the treatment group would have told other union members about the newsletter. Because participants could not be randomly assigned to the different conditions, there is the possibility that the two groups differed on variables other than the

treatment. There are some differences between the two groups on the correlations between various scales (see tables 9-13). These differences in correlation reveal that the two groups may have been slightly different a priori.

The shop stewards were originally supposed to hand the newsletter out individually and ask members about their concerns. This was impossible because of the large geographical area to be covered by each shop steward. The union executive therefore elected to include their second newsletter in a paycheck mail-out. This practice necessarily changed and limited the content of the newsletter because it required the cooperation with management for distribution. This practice may have negatively affected the strength of the manipulation. Given the way the procedure for handing out the newsletter changed, it is also possible that the members never read the newsletter. An attempt has been made to check whether the manipulation worked (see Tables 22 and 23). The results indicate that the attitudes toward receiving a newsletter changed over time this change in attitudes strengthens the assumption that the individuals in the treatment group did actually receive and read the newsletter.

It is also important to note that initial participation levels were actually higher in the treatment group than the control group. Furthermore, the overall participation rate for both groups was quite high. One limitation of this type of study is self selection bias, it may be that members of the union who participate more are over-represented in this study while inactive members are under-represented. However, our findings of an increase in participation and positive

attitudes in such a restricted range of scores indicates that the effect of the newsletter may actually be much stronger than it appears in this study.

The number of newsletters put out between the initial pre-treatment measure and the post-treatment measure may have affected the results. In the three months intervening only 2 newsletters had been put out. This may not have been a strong enough manipulation, particularly when the union as a whole already distributes its' own newsletter and the local newsletter was merely an added source of union information.

Societal Attitudes Toward Unions

There are a number of studies linking society's attitudes toward unions to members' attitudes. For instance, research suggests a relationship between members' culture and union attitudes (Kim and Kim, 1997), and individuals' families' attitudes and personal attitudes (Kelloway and Newton, 1996; Kelloway and Watts, 1994; Barling, Kelloway and Bremmerman, 1991). There is also evidence that culture plays a role in union attitudes (Fullagar, Slick, Summer and Marquart, 1997). Fullagar et al. (1997) studied collective vs. individual societies and found three dimensions of union attitudes, instrumental, ideological and intrusiveness. Instrumental attitudes were related to individual cultures, ideological to collectivist cultures and intrusiveness to a breakdown of the union process. Culture was not specifically taken into account in this study because the bulk of the subjects were white, anglophone middle-class Canadian born individuals. However, culture may be why perceived

instrumentality plays such an important role in North American studies of union commitment.

These research findings imply that the society around us plays an important role in determining our attitudes toward unions.

Canadian society as a whole is socialized to have negative attitudes toward unions (Hébert, 1993). The negative attitudes of the Canadian public are often the result of misinformation regarding the purpose of a strike (Hébert, 1993). As well, strike action often causes inconveniences for the general public. Frequently, the inconvenience is attributed to the striking union rather than worker mismanagement by employers (Hébert, 1993). The 1997 mail strike is an example of this phenomenon. The public was inconvenienced by the strike, particularly during the Christmas holiday. Many newspaper editorials and public commentaries stated that postal workers should consider themselves lucky to have a job in these tough times, stop griping and get back to work. Similar comments occurred during a recent bus driver's strike in Nova Scotia, the media encouraged individuals stuck in traffic to call in and suggest doing bodily harm to striking workers. The negative attitudes of the general public have an impact on union members' attitudes, affect union commitment and participation (Hébert, 1993).

Conclusion

Unions in both the U.S. and Canada must adapt and learn to deal with changes in political, social and economic environment to maintain their effectiveness. Among these are the move from a manufacturing to a service based economy and changes in worker demographics. Over the last few decades there has been an increase in part-time, female, more highly educated and older workers (Kelloway, Barling and Harvey, 1998). To deal with these changes, unions must understand how these changes affect their membership. A fuller understanding of how union commitment and participation are increased will provide a background from which union leaders can continue to shape and improve the conditions under which we work. These challenges and issues affect union members' participation and commitment.

The most surprising finding in this study was that there appeared to be an effect on general union attitudes and union participation, without significantly affecting union commitment factors or leadership variables, this contradicts the current theory on the predictors of union participation. Currently, union theorists believe that union commitment is the best predictor of union participation and that union socialization affects union participation by increasing commitment initially. If these findings are correct, it would imply that union socialization affects union participation directly rather than through increased union commitment and loyalty. Further research should examine this idea more

closely. Since the administration of the post test the union executive has continued to send out newsletters and the quality of information in them has improved dramatically. It would be interesting to re-examine the treatment groups union attitudes, commitment and participation variables in order to determine whether, the results reported here continue to hold true over time and with a stronger manipulation. Future research should also focus on equation modeling in order to isolate the mechanisms through which participation can be increased.

The impact of union attitudes should also be examined more closely, the results of the Roy Bargman stepdown suggest that union attitudes act as covariates of commitment and participation. However, the lack of strong correlations between union attitudes and other scales in the two groups would tend to contradict this conclusion.

This study was an important first step in determining whether information can directly affect attitudes and indirectly affect participation. The next step should be to replicate this research by using a stronger manipulation of leadership behaviors and a larger sample size.

Recommendations:

Based on the results from this study and the current literature, the following recommendations are made. Research has shown an effect for socialization, instrumentality and leader behavior. To increase commitment and participation, the union executive may want to encourage shop stewards to

delegate more responsibility to the more active members in their constituency, thus, to facilitate communication over the large geographical areas they must cover. In essence, each school should have a union representative of some sort to help members voice their concerns and participate (e.g. file grievances) more easily. These representatives could use the time when the busses arrive to wait for the students to discuss union members concerns. The executive may also want to find out what other factors affect union participation including inter-role conflict and ask members directly about these issues.

Inter-role conflict is the perfect example of factors affecting participation, while a member may be committed and willing to participate, if he/she is taking care of his/ her family, participation may not be possible. Thus, factors affecting union participation must be more fully explored in the future in order to better determine which socialization and leader activities would have the greatest impact on union participation and commitment.

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Appendices

Appendix A

Guidelines For Handing Out The Newsletter

All Shop Stewards should:

- 1. Hand out the newsletter personally to each member.**
- 2. Explain the purpose of the newsletter:** To help improve membership communication, with regard to meeting dates and issues which are important to the union local. To let the members know what the union is doing for them.
- 3. Explain that submissions to the Newsletter are welcome.** Explain also that comments and suggestions for improvement are welcome.
- 4. Tell members that you would like to know about their concerns and issues which they feel are important.** That it is important to know the point of view of all members.
- 5. Explain how members' sharing their concerns can help the union do a better job for them.**
- 6. Thank the union members** for reading the newsletter and for their participation in union activities.
- 7. After the newsletter has been handed out, talk to the membership, ask them whether or not they have read the newsletter.** If they haven't read it, encourage them to read it.

Questionnaire

The following items refer to peoples' reasons for participating in unions: Please use the following scale to rate your answer as to why you participate in union activities. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE)

	SD		N	SA
1. Participating in the union gives me a chance to express my feelings.	1	2	3	4 5
2. Participating in the union brings me into contact with other people.	1	2	3	4 5
3. Participating in the union gives me a say in what the union does.	1	2	3	4 5
4. Participating in the union allows me to influence other people.	1	2	3	4 5
5. Participating in the union identifies me with the labour movement.	1	2	3	4 5
6. Participating in the union gives me a say in how the workplace is run.	1	2	3	4 5
7. Active union members have more status than non-active members.	1	2	3	4 5

The following items refer to how you, the rank-and-file member thinks of your shop steward as a union leader: Please use the following scale to rate how you perceive him/her as a union steward. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE)

	SD		N	SA
1. I think my shop steward is a good model to follow.	1	2	3	4 5
2. I am proud to be associated with the shop steward responsible for my union local.	1	2	3	4 5
3. I think my shop steward has a special gift for seeing what is important for rank and file union members to consider.	1	2	3	4 5
4. I have complete faith in the shop steward responsible for my union local.	1	2	3	4 5
5. I think my union shop steward encourages the points of view of all members.	1	2	3	4 5
6. The shop steward responsible for my union local transmits a sense of mission to his/her union members.	1	2	3	4 5
7. My union shop steward takes the time to meet with me.	1	2	3	4 5
8. My union shop steward takes the time to invite me to union meetings.	1	2	3	4 5
9. My union shop steward takes the time to explain union issues to me.	1	2	3	4 5
10. My union shop steward takes the time to ask about my concerns.	1	2	3	4 5
11. My union shop steward takes the time to keep me informed about the union.	1	2	3	4 5
12. My union shop steward encourages me to get involved in the union.	1	2	3	4 5

Union commitment, participation and leadership13

	SD		N		SA
13. My union shop steward does a good job in representing me.	1	2	3	4	5
14. My union shop steward is knowledgeable about the collective agreement.	1	2	3	4	5
15. I am satisfied with the way my steward does his or her job.	1	2	3	4	5
16. My union shop steward is knowledgeable about the union.	1	2	3	4	5

The following questions deal with your attitudes toward unions in general. Please circle your answer. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE).

	SD		N		SA
1. Unions are a positive force in this country.	1	2	3	4	5
2. If I had to choose I would probably not be a member of a labour union.	1	2	3	4	5
3. I am glad that labour unions exist.	1	2	3	4	5
4. People would be just as well off if there were no unions in Canada.	1	2	3	4	5
5. Unions are an embarrassment to our society.	1	2	3	4	5
6. I am proud of the labour movement in this country.	1	2	3	4	5
7. Most people are better off without labour unions.	1	2	3	4	5
8. Workers are considerably better off when they belong to a labour union.	1	2	3	4	5

The following items also reflect feelings different people have about their union local. For the purpose of this questionnaire we are referring to the union local of which you are currently a member. Please circle your answer. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE).

	SD		N		SA
1. I feel a sense of pride in being part of the union.	1	2	3	4	5
2. Based on what I know now and what I believe I can expect in the future, I plan to be a member of the union the rest of the time I work for my employer.	1	2	3	4	5
3. The record of this union is a good example of what dedicated people can get done.	1	2	3	4	5
4. I talk up the union to my friends as a great organization to belong to.	1	2	3	4	5
5. There's a lot to be gained by being a union member.	1	2	3	4	5

Union commitment, participation and leadership14

	SD		N		SA
6. It is every union member's responsibility to see to it that management "lives up to" all the terms of the collective agreement.	1	2	3	4	5
7. It is the duty of every union member to 'keep his/her ears open' for information that might be useful to the union.	1	2	3	4	5
8. It's every member's duty to support or help another union member use the grievance procedure.	1	2	3	4	5
9. Every member must be willing to take the time and risk of filing a grievance.	1	2	3	4	5
10. If asked I would serve on a committee for the union.	1	2	3	4	5
11. If asked I would run for elected office in the union.	1	2	3	4	5
12. I am willing to put a great deal of effort, beyond that normally expected of a union member, in order to make the union successful.	1	2	3	4	5
13. Deciding to join this union was a smart move on my part.	1	2	3	4	5

The following items measure your attitudes toward and satisfaction with the UNION (LOCAL #). Please circle your answer. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE).

	SD		N		SA
1. The UNION (LOCAL #) has the support of the workers.	1	2	3	4	5
2. The UNION (LOCAL #) Executive is interested in the welfare of the rank-and-file worker.	1	2	3	4	5
3. My Local Bargaining Representatives are interested in the in the welfare of the rank-and-file worker.	1	2	3	4	5
4. The UNION (LOCAL #) tries to live up to its agreements.	1	2	3	4	5
5.The UNION (LOCAL #) Executive Officers are effective leaders of the union.	1	2	3	4	5
6.The UNION (LOCAL #) Bargaining Representatives are effective leaders of the union.	1	2	3	4	5
7.The UNION (LOCAL #) should make every effort to get better wages for its members.	1	2	3	4	5
8.The UNION (LOCAL #) should make every effort to get better fringe benefits for its members.	1	2	3	4	5

Union commitment, participation and leadership15

	SD		N		SA
9.The UNION (LOCAL #) should make every effort to improve job security for its members.	1	2	3	4	5
10.The UNION (LOCAL #) should make every effort to improve safety and health on the job for its members.	1	2	3	4	5
11.The UNION (LOCAL #) should make every effort to give members a say in how the UNION (LOCAL #) is run.	1	2	3	4	5
12.The UNION (LOCAL #) should make every effort to tell members what the UNION (LOCAL #) is doing.	1	2	3	4	5
13.The UNION (LOCAL #) should make every effort to handle members' grievances.	1	2	3	4	5
14.The UNION (LOCAL #) should make every effort to bargain on its members behalf.	1	2	3	4	5
15.The UNION (LOCAL #) has a lot of influence over who gets elected to public office.	1	2	3	4	5
16.The UNION (LOCAL #) has a lot of influence over what laws are passed.	1	2	3	4	5
17.The UNION (LOCAL #) is respected by the employer.	1	2	3	4	5
18.The UNION (LOCAL #) has a lot to say about how the work place is run.	1	2	3	4	5
19.The UNION (LOCAL #) protects workers against unfair actions by the employer.	1	2	3	4	5
20.The UNION (LOCAL #) improves the job security of the members.	1	2	3	4	5
21.The UNION (LOCAL #) improves the wages and working conditions of the members.	1	2	3	4	5
22.The UNION (LOCAL #) gives members their money's worth for the dues they pay.	1	2	3	4	5
23.I am satisfied with the union meetings held by the UNION (LOCAL #).	1	2	3	4	5
24.I am satisfied with the way bargaining is handled in the UNION (LOCAL #).	1	2	3	4	5

Union commitment, participation and leadership16

	SD		N		SA
25. Overall, I am satisfied with the operation of the UNION (LOCAL #).	1	2	3	4	5
26. I am satisfied with the bargaining process.	1	2	3	4	5
27. I am satisfied with the communication of the UNION (LOCAL #).	1	2	3	4	5
28. I am satisfied with the support for grievances in the UNION (LOCAL #).	1	2	3	4	5
29. I am satisfied with the amount of member's participation in the UNION (LOCAL #).	1	2	3	4	5

This section contains statements which allow you to express your views on strike issues. Please indicate how you feel, that is whether you Strongly Disagree (SD), Disagree (D), Neither Agree or Disagree (N), Agree (A), or Strongly Agree (SA) with the following statements:

	SD		N		SA
1. I would be willing to go on an illegal strike.	1	2	3	4	5
2. I would be willing to go on an illegal strike to protest layoffs.	1	2	3	4	5
3. I would return to work from a legal strike if the government ordered me to return.	1	2	3	4	5
4. I would return to work from an illegal strike if the government ordered me to return.	1	2	3	4	5
5. I would engage in violence during a strike if management used outside employees.	1	2	3	4	5
6. I would work to support UNION (LOCAL #) bargaining positions.	1	2	3	4	5
7. I would participate in rotating absence to support UNION (LOCAL #) bargaining positions.	1	2	3	4	5
8. I would help to create chaos in my workplace to support UNION (LOCAL #) bargaining positions.	1	2	3	4	5
9. I would cross a picket line of another UNION bargaining unit.	1	2	3	4	5

Union commitment, participation and leadership117

	SD		N		SA
10. Picket line violence would not be justified even if management used outside employees (scabs) to try to break a strike.	1	2	3	4	5
11. If a strike occurs in the UNION (LOCAL #) Bargaining Unit, my family, friends, neighbors, etc. would feel very favorable and supportive.	1	2	3	4	5

The following questions pertain to the UNION newsletter and your attitude toward the creation of a newsletter specific to your type of job (LOCAL #). Please circle your answer.

(1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE
5=STRONGLY AGREE)

	SD		N		SA
1. I find the UNION newsletter provides me with all the information I need about work/union issues that concern me.	1	2	3	4	5
2. I would like to read a newsletter which deals only with issues specific to my type of job.	1	2	3	4	5
3. I would read a newsletter which deals only with issues specific to my type of job (LOCAL #) more often than read the generic UNION newsletter now.	1	2	3	4	5
4. I would like a newsletter which provided the date, time, purpose and location of my union's meetings.	1	2	3	4	5
5. I would like a newsletter which contained the minutes of the most recent union meeting.	1	2	3	4	5
6. I would like a newsletter which discussed social activities my union is involved in.	1	2	3	4	5
7. I would like a newsletter which discussed political activities my union is involved in.	1	2	3	4	5

For this next section, please circle the appropriate response as it applies to you:

1. Do you read the UNION Newsletter? (Please circle)

- (1) Every Issue
- (2) Every other Issue
- (3) 1-2 issues per year
- (4) Never

2. How often do you vote in union elections? (Please circle)

- (1) Every election
- (2) Most elections
- (3) Some elections
- (4) About half of the elections
- (5) I have never voted in an election

3. How would you describe your attendance at union meetings? (Please circle)

- (1) I attend every meeting
- (2) I attend about half of the meetings
- (3) I attend most meetings
- (4) I attend some of the meetings
- (5) I never attend the meetings

4. Have you ever run for or held an elected office in this union? (Please circle)

- (1) Yes, and would do so again
- (2) No, but would do so if asked
- (3) Yes, but would not do so again
- (4) No, not interested

5. Are you or have you been, a member of a union committee? (Please circle)

- (1) Yes, and would do so again
- (2) No, but would do so if asked
- (3) Yes, but would not do so again
- (4) No, not interested

6. When I have a conflict with management (e.g. a grievance or complaint) I contact the union for help? (Please circle)

- (1) Always contact the union for help
- (2) Usually contact the union for help
- (3) Sometimes contact the union for help
- (4) Rarely contact the union for help
- (5) Never contact the union for help

7. How long have you been a member of the union? (Please circle)

- (1) Less than six months
- (2) Six months to one year
- (3) One to two years
- (4) Two to five years
- (5) Five to ten years
- (6) Over ten years

8. Have you ever been on strike before? (Please circle) (1) Yes (2) No

9. Have you ever filed a grievance? (Please circle) (1) Yes (2) No

10. The most working days you would be willing to stay on strike is:
_____ (Please specify the number of days).

11. Sex: _____ Male _____ Female

12. Age: _____ years.

13. Marital Status (Please check one of the following):

_____ Single _____ Separated/Divorced
_____ Married _____ Common Law _____ Widowed

14. How many dependents do you have (Please check one of the following):

☐ None ☐ One ☐ Two ☐ Three ☐ Four
☐ Five ☐ Six ☐ Seven ☐ More than seven

15. What is the highest level of education you have completed? _____.

16. Have you held any positions in the union? ☐ YES ☐ NO

If yes, what other positions have you held ? _____

17. Do you currently hold any position in the union? ☐ YES ☐ NO

If yes, what other positions do you hold? _____

18. Which UNION do you belong to? (circle one)

LOCAL #

Other Union (specify) _____

THANK YOU FOR YOUR TIME AND PARTICIPATION !

January 9, 1998

All Members

Local #

In its endeavor to identify concerns and issues among the membership, the UNION in co-operation with the local unions has, in the past conducted survey questionnaires among the membership.

In co-operation with your local # President, Brother ---, and your local union executive, we are conducting a survey to determine how local # can become more helpful to you the members. Therefore, we are asking that you complete the enclosed survey questionnaire and forward it in the envelope provided, the envelope does not require postage.

The questionnaire was developed by Angela Bissonnette, a graduate student at Saint Mary's University, who is completing her studies under the guidance of professor Vic Catano. You will notice that the questionnaire does not require your signature, consequently assuring that the questionnaire cannot be traced back to the person who completed it -thereby protecting your anonymity.

I know that local # is looking forward to your help and co-operation in making local # more responsive to the needs of the membership.

Please complete the questionnaire and forward it to the union office prior to February 9 1998.

Thank you for your co-operation

In Solidarity,

President

cc.

Local Executive

A. Bissonnette

V. Catano

April 20, 1998

To: All members of local #

You will recall receiving initial information earlier this year regarding a survey being conducted in co-operation with your Local # President, Sister – and your Local Union Executive. The earlier questionnaire was Phase I of the survey project and was essential to the continuance of the project.

We are now into Phase II of the project and, as in Phase I, we require your participation and assistance in continuing the project to successful completion. To this end we have enclosed a questionnaire that I would ask you to complete and return to the union office in the self-addressed envelope. Again the questionnaire does not require your signature thereby assuring that the questionnaire cannot be traced back to the person who completed it -your anonymity is protected.

The project is being completed by Angela Bissonnette, a graduate student of St. Mary's University who is completing her studies under the guidance of professor Vic Catano.

As mentioned in earlier correspondence in Phase I, the Executive of Local # is relying on your support to complete the project so as to determine how they can better direct their efforts in assisting you the membership.

Please complete the survey questionnaire and forward it to the Union Office prior to May 25th, 1998.

Thank you for your cooperation.

In Solidarity,

President

cc. Local

To: All Members of Local #

Further to my letter dated April 20 '98, I would like to thank those of you who have completed the second survey questionnaire that was attached to the April 20th letter.

Again, it is important that we receive a significant number of questionnaires to ensure the validation of the study. Consequently, we are enclosing a copy of the questionnaire and asking those of you who haven't yet completed the second questionnaire to complete and forward the enclosed questionnaire in the postage paid self addressed envelope.

As explained in previous correspondence, the survey is being conducted on behalf of your local # Executive officers so as to assist in making the local responsive to membership.

Your participation and support of the project is essential and crucial to the study.

On behalf of Angela Bissonnette, the St. Mary's graduate student, who has kindly donated her time to this project, I would ask you to complete the questionnaire and forward it to the union office prior to June 30th. As in the past, the questionnaire does not require your signature, thereby ensuring your anonymity. Thank you for your anticipated support.

In solidarity,

President

cc. Local # Executive
Angela Bissonnette

Sample Newsletters

NEWS, VIEWS & FACTS



N.S.G.E.U. 78B

FEB.01,1998

YOUR CONTRIBUTION

If you are asked "What is your contribution to Stock Transportation," what do you say? I know my answer. I say I am part of the backbone that makes this company and this industry stand tall. My contribution makes me proud, not of what I do but how I do it. Never underestimate your contribution.

Don Crowell

CONTRACT UPDATE

Your contract is nearing completion and the negotiations will soon start. Stay tuned. Your executive will be pleased to try to answer your questions at your local meetings.

HELP WANTED

This publication needs associate editors. If you would like to be a member of the newsletter team call me. Don 435-1901 anytime.

In this issue...

CONTRACT UPDATE	1
HELP WANTED	1
FUTURE MEETINGS	1

FUTURE MEETINGS

Feb. 10, 1998	Ex. 5:30pm
Feb. 10, 1998	LOCAL MEETING 7pm
Mar. 10, 1998	Shop Stewards 5:30pm
Mar. 10, 1998	Ex. 7pm
Apr. 14, 1998	Ex. 5:30pm
Apr. 14, 1998	LOCAL MEETING 7pm
May 12, 1998	Shop Stewards 5:30pm
May 12, 1998	Ex. 7pm
June 09, 1998	Ex. 5:30pm
June 09, 1998	LOCAL MEETING 7pm

All meetings held at N.S.G.E.U. 100 Eileen Stubbs Ave. Burnside. 424-4063.

SURVEY

By now you have received our union survey and I would like to thank all of you for taking the time to fill it out and send it in. The information helps your executive identify concerns and issues among the membership. Your co-operation is appreciated.

FIRST STEP

Remember that the first step in solving a day to day work related problem is to speak to MANAGEMENT.

If after taking this first step you still feel you need help or if you think your collective agreement has been violated speak to your SHOP STEWARD.

TIPS FROM THE TRENCHES

J.J.# 418 writes: I bought three feet of half inch pipe insulation, cut one inch off the end and put it over my door arm. If a student falls going in or out they have a soft landing. Also gloves and mittens don't slip if the arm is used as a hand hold. COST: 49 cents.

Do your students lose things? Here's a great announcement you can use just before your passengers disembark: "Please take a moment and pay attention to your possessions. Take everything with you that you brought on the bus." This really works great!

NEW LOCAL 78B MEMBERS !!!!!

James Kernick
William Bishop
Lauchie Jarvis
Mary MacFarland
Donald Langille
Stephen Chappell
Wayne Higgins
Linda Deal
David Taylor
Russell Hart
Judy Landry
Stephen Bostick
Doug MacLaughlin
Camille MacPhee
Joe McCormick
Steve Conrad
Lester Jones
Edwin Gray
Robert Laffin
Wendell Maskell
Rollie Johnson
Sheldon Williams
Sandy MacNeil
Henry Chaisson
Gary MacDonald
Joe Muise
Greg Williams
Belinda Beaver
Beverly Welton
Joseph Regan

Daniel Garand
Robert Bonnelly
Jean-Marc Trepanier
Nathalie Trottier
Scott Walker
Doug Parlee
Robbie Wynder

Welcome to all our new members. We'll see you at the next Local Meeting. Here is a list of your representatives.


Don Crowell - President- 435-1901
Reg Profit - Vice President- 826-2031
Marsha Wyatt - Secretary- 864-0583
Cory Manser - Treasurer- 889-3061
Rick Ackles - Sergeant-at-Arms- 864-2661
Pat Briggs - Chief Shop Steward- 434-4595

- SHOP STEWARDS-

Jackie Thomas - Bed. \ F. River \ Wav. - 861-2022
Dave Hoskins - Brookside \ H. Cove - 443-7554
J.J. Jones - Dart. \ Cole Harbour - 466-0550
Pat Briggs - Dart. \ Cole Harbour - 434-4595
Ron Butler - Five Islands - 826-7949
Angeline Gagnon - French Board - 827-2905
Sandra Flemming - Mid. Musq. - 384-2184
Theresa Young - Musq. & Sheet Harbour - 827-3274
Darlene Maskell - Sack. \ Beaverbank - 865-2675

GET INVOLVED!
YOU WON'T BE SORRY!

REMEMBER:

 UNION.

NEWS, VIEWS & FACTS



N.S.G.E.U. 78B

APRIL 01, 1998.

NEGOTIATIONS !

Negotiations with Stock Transportation started on March 31 with your Union Representatives presenting the Employer with a copy of our proposals. The meetings will begin again on May 01.

I will have a presentation at the April 14th General meeting and at that time we will provide all members in attendance with an overview of the proposals.

In the period from December to March your proposal preparation team attended 25 meetings for a total of 102 hours. Their sacrifice and dedication was, is and I'm sure will continue to be outstanding.

Your contract team is: Cory Manser
Theresa Young
Angeline Gagnon

My thanks to each of you, good job.

Don Crowell

U.S.B.E. PENSION

I have been informed that the transfer of funds has been approved by the Superintendent of Pensions and I am waiting for confirmation. The long wait will soon be over and as soon as I know more I'll let you know.

In this issue...

U.S.B.E. PENSION 1

Meetings

Apr. 14, 1998.	Ex. 5.30 PM GENERAL 7 PM
May 12, 1998.	S/S 5.30 PM Ex. 7 PM
June 09, 1998	Ex. 5.30 PM GENERAL 7 PM

Union Representatives

Don Crowell .President- 435-1901
Reg Profit .Vice President- 826-2031
Marsha Wyatt .Secretary- 864-0583
Cory Manser .Treasurer- 889-3061
Rick Ackles .Sargent-at-Arms- 864-2661
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-SHOP STEWARDS-

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Sandra Flemming .Mid. Musq. 384-2184
Theresa Young .Musq.& Sheet Harbour .827-3274
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HUMOR MIXED WITH TRUTH!

A little boy wanted \$100.00 very badly, and his mother, told him to pray to God for it. He prayed for two weeks. but nothing turned up. He decided then that perhaps he should write God a letter requesting the money.

When the postal authorities received the letter addressed to God, they opened it and decided to send it to the Prime Minister. The Prime Minister was so impressed, touched and amused that he instructed his secretary to send the little boy a cheque for \$5.00. He thought this would seem like a lot of money for a little boy.

The little boy was so delighted with the \$5.00 that he sat down to write a thank you letter to God. It read as follows:

Dear God,

Thank you very much for sending the money. I noticed that you had to send it through Ottawa; as usual, they deducted \$95.00!

A UNION MEMBER

A Union member died and went to Heaven. There he found all former members separated into two groups. the failures in one hall and the successes in another.

Around mealtime, he entered the hall of those who failed and was surprised to find the occupants thin and hungry looking. When the angels began to serve dinner, large platters of delicious food were placed upon the table, but before anyone was seated another angel came along and strapped a long iron spoon to each Union member's arm. The long handle of the

spoon was fastened to the wrists and biceps, making it impossible to bend the arm. As a result no one was able to lift the spoon to his mouth.

Walking over to the hall of those who had succeeded, he was surprised to find them fat, well fed and healthy. Dinner was already on the table and an angel had just finished strapping the long iron spoons to the arms of the diners. Each person then dipped their spoon into the food and fed the person seated across from them.

Explanations of Abbreviations in Results Tables

Significance Legend:

^significant at .1 level

** significant at the .05 level

***significant at the .001 level

Variables Legend:

Uattot= General attitude toward the union

Upertot= Perception of the specific union

Usattot= satisfaction with the union

Loyaluni= loyalty toward the union (component of union commitment)

Respuni= Responsibility toward the union

Wilwork= willingness to work for the union

Partot= belief in the instrumentality of union participation

Curpar= current participation in the union

Barpri= Bargaining priorities of the specific union

Ures= perceived responsiveness of the specific union

Userv= perceived union service of specific union

Upower= perceived power of specific union

Charmtot= Charismatic leadership of shop stewards

Stewtot= Shop steward's behaviors

Militot=militancy of members