

## INFORMATION TO USERS

This manuscript has been reproduced from the microfilm master. UMI films the text directly from the original or copy submitted. Thus, some thesis and dissertation copies are in typewriter face, while others may be from any type of computer printer.

**The quality of this reproduction is dependent upon the quality of the copy submitted.** Broken or indistinct print, colored or poor quality illustrations and photographs, print bleedthrough, substandard margins, and improper alignment can adversely affect reproduction.

In the unlikely event that the author did not send UMI a complete manuscript and there are missing pages, these will be noted. Also, if unauthorized copyright material had to be removed, a note will indicate the deletion.

Oversize materials (e.g., maps, drawings, charts) are reproduced by sectioning the original, beginning at the upper left-hand corner and continuing from left to right in equal sections with small overlaps. Each original is also photographed in one exposure and is included in reduced form at the back of the book.

Photographs included in the original manuscript have been reproduced xerographically in this copy. Higher quality 6" x 9" black and white photographic prints are available for any photographs or illustrations appearing in this copy for an additional charge. Contact UMI directly to order.

# UMI

A Bell & Howell Information Company  
300 North Zeeb Road, Ann Arbor MI 48106-1346 USA  
313/761-4700 800/521-0600

---



**Labour Unions and Voluntary Organizations:**

**Viable Research Partners?**

Copyright by Morgan Pond

September 10, 1997

Submitted in partial fulfillment of the requirements  
for the degree of MASTER of SCIENCE  
Saint Mary's University  
Halifax, Nova Scotia



National Library  
of Canada

Acquisitions and  
Bibliographic Services

395 Wellington Street  
Ottawa ON K1A 0N4  
Canada

Bibliothèque nationale  
du Canada

Acquisitions et  
services bibliographiques

395, rue Wellington  
Ottawa ON K1A 0N4  
Canada

*Your file* *Votre référence*

*Our file* *Notre référence*

The author has granted a non-exclusive licence allowing the National Library of Canada to reproduce, loan, distribute or sell copies of this thesis in microform, paper or electronic formats.

The author retains ownership of the copyright in this thesis. Neither the thesis nor substantial extracts from it may be printed or otherwise reproduced without the author's permission.

L'auteur a accordé une licence non exclusive permettant à la Bibliothèque nationale du Canada de reproduire, prêter, distribuer ou vendre des copies de cette thèse sous la forme de microfiche/film, de reproduction sur papier ou sur format électronique.

L'auteur conserve la propriété du droit d'auteur qui protège cette thèse. Ni la thèse ni des extraits substantiels de celle-ci ne doivent être imprimés ou autrement reproduits sans son autorisation.

0-612-22807-X

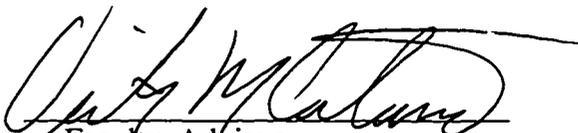
Canada

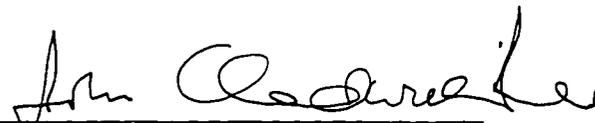
Labour Unions and Voluntary Organizations:  
Viable Research Partners?

Copyright by Morgan Pond 1997

September 10, 1997

Submitted in partial fulfillment of the requirement  
for the degree of MASTER of SCIENCE  
Saint Mary's University  
Halifax, Nova Scotia

Approved:   
Faculty Advisor

Approved:   
Thesis Committee Member

Approved:   
Thesis Committee Member

Approved:   
External Committee Member

Date: Sept. 15 / 97

## **Acknowledgments**

I would like to thank Dr. Victor Catano for his endless patience and guidance throughout the preparation of this thesis. I would also like to thank the other members of my thesis committee for their constructive comments. My parents and spouse, Miranda, provided support and encouragement whenever I needed it. I will be forever grateful for that support and encouragement.

I am also grateful to the Nape and Lions organizations as this study could not have happened without their support and participation. It is hoped that this study will be of some utility to each organization.

**Table of Contents**

<b>Title Page</b>	<b>i</b>
<b>Acknowledgments</b>	<b>ii</b>
<b>Table of Contents</b>	<b>iii</b>
<b>List of Tables</b>	<b>v</b>
<b>Abstract</b>	<b>vi</b>
<b>Introduction</b>	<b>1</b>
<b>Organizational Roles</b>	<b>5</b>
<b>Organizational Roles and Socialization</b>	<b>7</b>
<b>Leadership (Transformational and Transactional)</b>	<b>12</b>
<b>Intellectual Stimulation</b>	<b>15</b>
<b>Work Beliefs (Marxist and Humanistic)</b>	<b>17</b>
<b>Psychological Involvement</b>	<b>18</b>
<b>Inter-Role Conflict</b>	<b>19</b>
<b>Organizational Commitment</b>	<b>20</b>
<b>Participation</b>	<b>23</b>
<b>Summary of Hypotheses</b>	<b>25</b>
<b>Method</b>	<b>28</b>
<b>Participants</b>	<b>28</b>
<b>Questionnaires</b>	<b>29</b>
<b>Design and Analysis</b>	<b>33</b>
<b>Results</b>	<b>34</b>
<b>Correlational Results</b>	<b>34</b>

<b>Leadership and Organizational Effects (Main and Post Hoc Analyses)</b>	<b>43</b>
<b>Discussion</b>	<b>50</b>
<b>Leadership</b>	<b>51</b>
<b>Work Beliefs</b>	<b>53</b>
<b>Psychological Involvement</b>	<b>55</b>
<b>Commitment</b>	<b>57</b>
<b>Participation</b>	<b>59</b>
<b>Inter-Role Conflict</b>	<b>60</b>
<b>Limitations of the Current Study</b>	<b>62</b>
<b>Directions for Future Research</b>	<b>63</b>
<b>References</b>	<b>65</b>
<b>Appendix A</b>	<b>72</b>
<b>Appendix B</b>	<b>74</b>
<b>Appendix C</b>	<b>82</b>
<b>Appendix D</b>	<b>90</b>
<b>Appendix E</b>	<b>92</b>

---

**List of Tables**

<b>Tables</b>	<b>Page</b>
1. Summary of Demographic Variables for the Voluntary and Union Samples.	30
2. Overall Inter-Correlations, Reliabilities, Means and Standard Deviations.	35
3. Union Inter-Correlations, Reliabilities, Means and Standard Deviations.	37
4. Voluntary Inter-Correlations, Reliabilities, Means and Standard Deviations.	39
5. Tests of Leadership, Organization, and Their Interaction on Dependent Variables.	45
6. Post-Hoc Analyses of Organization and Leadership.	46

**Abstract****Labour Unions and Voluntary Organizations:****Viable Research Partners****Morgan Pond****September 10, 1997**

This study investigated the similarities and differences between a voluntary organization and a labour union with respect to leadership (transformational & transactional), work beliefs (Marxist & humanistic), psychological involvement, inter-role conflict, commitment, and participation. Seventy-seven union surveys (response rate = 12.8%) and 212 volunteer surveys (response rate = 36.3%) from Eastern Canada provided leader and non-leader samples for each organization. Volunteers were more psychologically involved and committed than union members. This result was attributed to higher levels of transformational leadership and greater opportunities for socialization and member interaction in the voluntary organization. Union members, as expected, reported higher levels of Marxist work beliefs than volunteers. However, both samples reported similar levels of humanistic work beliefs and inter-role conflict. These results replicated previous research in union settings and extended some of these findings to the voluntary setting. Overall, comparisons between labour unions and voluntary organizations appear to be a good mechanism for obtaining insight into the workings of both types of organizations.

## **Labour Unions and Voluntary Organizations: Viable Research Partners?**

The main objective of this study is to compare union members to members of volunteer groups on variables thought to influence the operation of both types of organizations - leadership, work beliefs, involvement, inter-role conflict, commitment, and participation. These organizations, while different in many respects, are similar in that each is dependent on the voluntary commitment and participation of their respective memberships. An examination of these differences may improve our knowledge of behavior in each type of organization.

Organizational psychology has only recently undertaken serious and detailed investigations into union related research. Several studies have documented the apparent past neglect of union research within organizational psychology (Campbell, Daft, & Hulin, 1982; Barling, 1988). This neglect has traditionally been attributed to the mistrust existing between union and management leadership and the resulting union reluctance to participate in research. In recent years, there has been renewed interest on union related topics, particularly participation and commitment (Barling, Fullagar & Kelloway, 1992).

At first glance, Canadian unions seem to have demonstrated considerable resiliency and innovation in dealing with the harsh economic realities of the 1980's and 1990's. In comparison to Canada's closest neighbor, the United States, Canadian unions have generally grown in density and stabilized their membership as US unions have declined dramatically. Over the last decade Canadian union density has been greater than the US union density by a ratio of approximately 2:1 (Meltz, 1989; Rose & Chaison, 1996). This difference is attributed to two factors: 1) the existence of labor-oriented political parties (i.e. NDP, PQ), and 2) labor legislation favorable to the organization and operation of

unions in the Canadian workplace (Bruce, 1989; Meltz, 1989; Rose & Chaison, 1990; Rose & Chaison, 1996). These circumstances, coupled with a more aggressive and militant attitude regarding the preservation of bargaining rights/gains, have allowed Canadian unions to maintain or increase their numbers since the 1950's. During the recessions of the 1980's and 1990's Canadian unions suffered only modest declines compared to US counterparts.

While lauding the success of Canadian unions in maintaining their memberships and bargaining rights, researchers have stressed the need to meet future challenges (Gunderson & Ponak, 1995; Lipsig-Mummé, 1995; Reshef, 1990). Panitch and Swartz (1993) traced the impact of both legislative and political changes on the organization and operation of Canadian unions. Their longitudinal study indicated an ever-increasing hostile approach by Canadian governments whereby union laws, regulations, and rights were nullified selectively in order to strengthen government power while decreasing union effectiveness. Reshef (1990) investigated legislative and political reforms in the province of Alberta to determine their effect on union activity. He concluded that these changes (i.e., Bill 22 re: application/ certification processes) contributed to the decline of union density in that province. Furthermore, Reshef (1990) suggests that other Canadian unions, similar to those in Alberta, may face a similar level of decline in the future as political and legislative reforms continue.

Panitch and Swartz (1993) cite past NDP governments in Ontario, Saskatchewan and British Columbia as evidence of the changing Canadian political climate regarding unions. Specifically, an analysis of these former governments' lack of ability to support labor through favorable legislative changes has resulted in deterioration of the formerly

supportive relationship existing between the NDP and Canadian organized labour. Serious differences now exist between Canada's unions and the leading labor-oriented political party.

In addition to political/ legislative changes in Canada, Lipsig-Mummé summarized three recent employment trends threatening to undermine the traditional union membership base: 1) the privatization of services, 2) the feminization of employment opportunities (traditionally consisting of part time and cyclical work), and 3) the spread of precarious employment. These employment trends increase the spread of casual, cyclical, and part-time employment positions, which are difficult for unions to organize and unionize. Canadian unions will likely find it difficult to recruit and maintain their numbers within this new political, legislative, and labour landscape.

The new challenges facing Canadian organized labour will require new perspectives on recruitment, maintenance, and efficient use of union memberships (Fullagar, Gallagher, Gordon & Clark, 1995). Research on voluntary organizations may provide new information for Canadian unions with respect to these issues, particularly leadership. Curtis, Grabb, and Baer (1992) investigated the degree of active participation within various voluntary organizations across 15 countries. The United States and Canada were among the most active. Canada surpassed the United States in several areas of voluntary activity, after controlling for both union and religious associations. This strong voluntary movement may offer some guidance for unions.

Another rationale for this comparison is to provide additional knowledge concerning voluntary personnel as a source of labour in both government and private organizations. The United States, for example, has recognized the importance of

volunteers in the paid workforce and encouraged volunteer leaders to continue to provide their services (Van Til, 1985). In recognition of the role volunteers play in the paid workforce, industrial/organizational psychologists should include volunteers within the overall scheme of employee research. This comparison may provide a beginning for this inclusion.

Barling et al. (1992) describes a common origin and history for unions and voluntary organizations:

In most industrialized nations, unions as labour organizations have developed from small, voluntary associations, to larger, more formal bureaucracies. With the formation of and expansion of large scale industrial unions, the structure of labour organizations has shifted from that of informal communities of workers to more centralized, hierarchical, and rational bureaucracies (p.13).

The Lions Club, a voluntary organization, grew from a small association in 1917 to become one of the largest voluntary service organizations of its kind. Its local clubs have approximately 1.4 million members worldwide. The degree of commonality between union and volunteer organizational structures can be assessed by defining and comparing the underlying characteristics of both types of organizations. Several methodologies exist for performing this type of organizational structure analysis (James & Jones, 1976; Pugh, Hickson, Hinings, & Turner, 1968), but an actual comparison of organizational structures is beyond the intended purpose and scope of this particular study. However, an analysis of the attitudes and affective attachments held by each organization's membership may identify areas of similarity and difference between and within each organization.

Specifically, the degree of commitment, involvement, and participation demonstrated by each membership indicates the level of efficiency of these two organizations. A comparison of these and other related constructs is a logical first step towards improving the workings of these organizations. In anticipation of the review of the relevant constructs outlined above, a preliminary organizational membership analysis is necessary.

### Organizational Roles

Hiedrich (1990) described a role classification system within voluntary organizations as:

leadership (officer, board member, committee chairperson, project leader, fund raiser); direct service (close contact with clients or members, such as troop or club leader, coach, companion, or counselor); general support (telephone work, mailings, maintenance projects, cleaning, errands, and so forth); and member at large (only occasionally attending meetings or activities) (p.22).

There are two levels of membership within the voluntary organization: leaders and non-leaders. These two groups differ in the types of roles they fill. Voluntary leaders and non-leaders would fall into a leadership, direct service, or general support role with a certain degree of overlap. Otherwise, most volunteers fill active roles that require a degree of commitment and participation.

Union leaders (local elected officials), like voluntary leaders, fall into the “leadership” classification. Union shop stewards fill a “direct service role” as they interact with rank and file members and leaders on a regular basis. They provide support and advice on union related matters. In addition, shop stewards are often the highest ranking

union officials within a local work site. This means that shop stewards must often fill a double role of leadership and direct service. Shop stewards are representative of union leaders (Barling et al., 1992) as well, they hold attitudes similar to other leaders. The regular union rank and file, however, most likely fill a “member at large” role. Other than the initial orientation, occasional educational courses, elections, or periodic involvement during collective bargaining, regular union rank and file (i.e., union non-leaders) usually play no active role in the union operation other than being card carrying members and supporting the union through collection of union dues.

Members of union (Barling et al., 1992) and voluntary organizations (Pearce, 1980) are both reluctant to assume leadership roles within their respective organizations. Pearce (1980) goes on to explain the reasons why members of voluntary organizations are less likely to become leaders. Rather than blame the member reluctance on apathy, Pearce hypothesizes that the costs and benefits of becoming a leader in paid organizations versus voluntary organizations are quite different. Paid employees seek leadership for the numerous rewards associated with leadership roles: autonomy, greater power and status, higher wages, and greater assistance from lesser employees. Voluntary leaders rarely experience any of the paid employees’ rewards and, in fact, often experience increased workloads for their leadership aspirations. Pearce’s arguments also apply to unions, but union members face an additional factor for avoiding leadership/shop steward roles. Union members have to accept a very active and visible role as leaders which may interfere with success within the employing organization (Berlew, 1974 as cited in Bass, 1985). The potential union leader faces the possibility of assuming an adversarial role in relation to the employing organization. Leadership duties require high levels of participation, but this

adversarial component may lessen the development of organizational commitment and involvement. This is not to imply that dual allegiance cannot exist towards both organizations under the proper union-management conditions (Catano, Pretty, Southwell & Cole, 1993), but it does propose another inhibiting factor that union leaders and non-leaders must face.

The goals of the voluntary membership, in comparison to union membership, are far less likely to conflict with employer goals. Volunteer work is generally a positive factor in gaining employment. Thus, volunteers may be less inhibited in accepting leadership roles and in their development of commitment and involvement in the voluntary organization.

#### Organizational Roles and Socialization

The opportunities for union non-leader participation in the union is very limited, restricting the amount of interaction between union members and leaders in union-related activities. Increasing interactions (socialization) between union leaders and non-leaders has been identified as a possible method of improving union commitment and participation in new members (Gordon, Philpott, Burt, Thompson & Spiller, 1980; Kelloway & Barling, 1993). Socialization of a new member into an organization is defined as 'the process by which a person learns the values, norms, and required behaviors which permit him to participate as a member of the organization' (Wanous & Colella, 1989, p.97; as cited in Fullagar, Clark, Gallagher, & Gordon, 1994). Along with early socialization experiences of new members, the transformational leadership characteristics (leadership based on personal qualities) of shop stewards may be related to union attitudes and in turn, union loyalty (Fullagar, McCoy & Shull, 1992).

Fullagar et al. (1994) investigated the effects of individual (informal) and institutional (formal) socialization practices on union commitment. Institutional socialization consisted of a group orientation session while the individual socialization practices were informal interactions between individuals and shop stewards. Only individual (informal) socialization was significantly related to union attitudes. These union attitudes, in turn, predicted a multidimensional concept of union commitment which included union loyalty, responsibility to the union, and willingness to work for the union. Institutional socialization was not significantly related to union attitudes nor union commitment.

Fullagar et al. (1995) subsequently used a longitudinal study to determine the effects of institutional and individual socialization on union participation (both formal and informal) as well as union commitment. Individual socialization practices over a time were significant predictors of union commitment and participation. Institutional socialization practices, once again, did not significantly predict union commitment nor union participation. Fullagar et al. called for a greater focus on individual socialization in order to reverse falling levels of union participation. The individual socialization practices that were effective (Fullagar et al., 1992; Fullagar et al., 1994; Fullagar et al., 1995) were generally found in craft unions/ professional organizations that support mentoring or apprenticeship programs. This type of socialization is limited in union organizations.

Catano, Cole and Hebert (1994) presented evidence for the effectiveness of an intervention program involving socialization of union non-leaders. A two day workshop presented material related to union instrumentality and union socialization. Improvements occurred in two of three union commitment factors - union loyalty and responsibility to

the union. Two reservations were noted, 1) the socialization practices were formal/institutional in nature (although there existed considerable opportunity for informal interaction with the workshop facilitators), and 2) the improvements decreased over the ensuing months. The decrease in commitment improvement can be explained by a lack of interaction (continued socialization) with other union members and leaders. Union non-leaders, did not receive reinforcement for maintaining the values, norms, and behaviors discussed in the workshop. Therefore, some maintenance program may be appropriate.

Volunteers (both leaders and non-leaders), on the other hand, fill active roles within their organization which allows for interaction among the entire membership. In addition, a voluntary service organization generally promotes well attended intra-organizational social interactions (e.g., meetings, conventions). This degree of interaction among volunteers allows for the socialization of new members by senior members and leaders alike. Continued interactions among the entire voluntary membership provides an opportunity of entrenching the voluntary organization's values, norms, and required behaviors. Furthermore, volunteers also interact with the general public (a normal part of voluntary duties) on a regular basis which reinforces the organization's service goals and, in turn, the organization's values.

The importance of socializing new members in both the union and voluntary organizations cannot be overemphasized because continued commitment and involvement depend on the member identifying with the values, norms, and organizational behaviors of the specific organization. Lydon and Zanna (1990) demonstrated the utility of value identification with regard to student volunteers' commitment levels to a long term project in the face of adversity. Students were surveyed for initial value relevance and

commitment levels prior to beginning their volunteer projects. Similar commitment levels were reported regardless of high or low value relevance with the volunteer project. Students initially high in value relevance reported increased commitment when faced with adversity in their project. Conversely, those students initially low in value relevance showed a decrease in their level of commitment when faced with adversity. Intentions to continue volunteering were significantly predicted by value relevance in the face of adversity but not in the absence of adversity. Specifically, those students high in value relevance reported greater intentions to continue volunteering than those low in value relevance.

Lydon and Zana (1990) suggested that high latent feelings of commitment early on (through value identification) in a volunteer project may result in increased commitment and behavioural intentions to continue the project in the face of adversity. Thus, effective socialization of new members with organizational values, norms, and behaviours may lead to greater commitment and participation during challenging times. This is particularly relevant to union members who experience adversity in the form of strikes, negotiations, arbitration hearings, etc. Volunteers, to a lesser extent, may also benefit from this approach considering the resource crises experienced in voluntary organizations such as food banks.

Latham and Lichtman (1984) investigated the role of social linkages (group cohesion) and instrumentality (status, honour, and recognition) in relation to commitment to a voluntary church association. Instrumentality was a weak predictor of organizational commitment while social linkage was a strong predictor. Latham and Lichtman suggested further investigation of instrumentality in different settings as well as focusing on social

linkages at their initial origins. This initial formation and maintenance of social linkages between association members provides evidence for the importance of the socialization process to other voluntary organizations.

Another factor moderating the extent of union commitment, involvement, and participation is the legislation mandating union membership. The majority of Canadian unions, especially public sector unions, require union membership (including payment of union dues) as a necessary condition of public service employment. Thus, union memberships are, in part, composed of members who were legislated to join their union as a condition of employment. This legislation, theoretically, could result in a sub-group of union members who are opposed or at least indifferent to union membership and any union agendas. Again, this moderating factor may have the effect of lowering overall union commitment, involvement and participation. This sub-group may also resist any socialization attempts initiated by the union executive.

The volunteer, in contrast, joins the voluntary organization of his or her own volition. There is not any legislation or collective agreement that prevents a volunteer from switching from one organization to another. Termination of all voluntary activities is also an option for the volunteer.

A recent study by Barkan, Cohn, and Whitaker (1995) investigated a voluntary social movement organization (SMO) for predictors of post-recruitment participation. Several of the significant predictors of participation are relevant to the preceding discussion: 1) congruence of SMO and membership ideologies (various beliefs and attitudes), 2) microstructure factors (making new friends and local club membership, and 3) organizational perceptions (legitimacy and effectiveness). The investigators proposed

that these predictors, properly implemented, would increase member commitment and participation through increasing leader and non-leader interactions and communication, social linkages between members, and promoting value identification. These variables are very similar to the processes found in both previous voluntary and union research - socialization (Catano et al., 1993; Fullagar et al., 1992; Fullagar et al., 1994; Fullagar et al., 1995), social linkages (Lathman & Lichtman, 1984), and value identification (Lydon & Zanna, 1990). Barkan et al. (1995) also found that members who joined the SMO for the “wrong reasons” were less likely to participate. This finding may have some relevance to the previous discussion of union members who join unions due to legislation/job requirements. This particular sub-group of union members may indeed be less committed and resistant to participatory duties and roles.

The discussion of leadership and socialization in unions and volunteer organizations suggests that the style of leadership may vary between the two types of organizations. As well, these differences may affect the attitudes that the members have towards each organization. The following sections explore these constructs with respect to union and volunteer organizations.

### Leadership

Saal and Knight (1988) defined transformational leadership as the ability of a leader to elicit support and participation from followers through means of personal qualities rather than reward or punishment. They stressed the need for industrial psychologists to recognize that a transformational/charismatic leadership component existed within voluntary organizations such as charities, service organizations, and religious groups. They believed that these types of voluntary organizations could provide

an excellent setting in which to study transformational/charismatic leadership. Catano (1993) suggested unions were also an excellent setting in which to study leadership. Unions depend upon membership participation for their existence. An exploratory comparison of leadership in unions and voluntary organizations could possibly provide new and effective models of leadership for both organizations.

Bass' (1985) description of transformational leadership highlights the commonality of leadership in unions and voluntary service organizations. Transformational leadership works by:

- 1) raising our level of awareness, our level of consciousness about the importance and value of designated outcomes, and ways of reaching them;
- 2) by getting us to transcend our own self-interest for the sake of the team, organization, or larger polity; 3) by altering our need level on Maslow's (or Alderfer's) hierarchy or expanding our portfolio of needs and wants (p.20).

In particular, Bass' first and second propositions accurately describe the ongoing processes within both unions and voluntary organizations. The individual within either of these organizations forgoes certain personal rights and expectations in place of a vision, purpose or greater good. Intrinsic rewards (spiritual/religious fulfillment and the value of the service activity itself) are often of greater importance to the volunteer than extrinsic rewards or recognition (Sercow, 1990). Union members, on the other hand, forgo the right of negotiating individual employment contracts in exchange for a far greater level of collective bargaining power. This sacrifice includes the necessity of supporting the union through financial contributions and participatory obligations. The union members' primary goal is the betterment of the collective bargaining units' contract (wages, benefits, etc).

Thus, while union members' personal rights are sacrificed for the greater whole, their rewards are generally of an extrinsic nature.

Transformational leadership is a useful trait in shop stewards. Transformational leadership should help in enticing new union members into joining and actively participating in unions (Fullagar et al., 1992; Fullagar et al., 1994). Bass (1985) explains how transformational leadership, and its charisma sub-component, can lead to member commitment and participation without exchange of rewards:

the leader with charisma attains a generalized influence which is transformational. It transcends the immediate situation and ordinary exchanges of compliance with promises of rational reward or threats of immediate punishment (p.39).

This ability to successfully encourage workers to forgo immediate concerns for the greater good of the majority is very difficult to achieve. Transactional leaders (opposed to transformational leaders), on the other hand, normally exchange services and rewards in return for members' loyalty and participation.

Transformational leaders have sufficient charismatic potential to entice followers to conform. Transactional leaders reward or punish followers for conforming or not conforming. Unions, like voluntary organizations are transformational in nature. However, they also hold promise of rewards and punishments for either conforming or refusing to conform. Unions ultimately exist to better the positions of union members within employing organizations through better wage and benefit packages (Barling et al., 1992; Freeman & Medoff, 1984; Kelloway & Barling, 1993). Unions have the power to discipline bargaining unit members for failing to abide by the conditions set out in the

negotiated collective agreement. Leaders of voluntary organizations are guided by certain principles or service goals. They strive for these in the absence of punitive measures for non-conformity. Thus, union leaders may be perceived as being higher in transactional leadership than leaders of voluntary organizations. Opportunities for transactional styled rewards and punishments are far fewer in voluntary service organizations. In cases of extreme dissatisfaction volunteers have the option of terminating their membership. Likewise, without the mandatory membership voluntary organization leaders must find some way of retaining their members. Transformational leadership and charisma offer a means of doing this. Voluntary organization leaders should be perceived as higher in level of transformational leadership qualities than union leaders.

Furthermore, union loyalty (Fullagar et al., 1992; Kelloway & Barling, 1993) and willingness to work for the union (Kelloway & Barling, 1993), both components of organizational commitment, correlated with transformational leadership perceptions of union members. This finding parallels our discussion of transformational leadership increasing union commitment. Union leaders are thought to impart union values, goals and behaviors to new members through transformational styled leadership.

#### *Intellectual Stimulation*

Barling et al. (1992) summarized three underlying characteristics of transformational leadership

- 1) *charisma*, whereby the union leader instills a sense of pride in the union and transmits the unions' mission, 2) *individual consideration*, which refers to the leaders' stimulation of learning experiences and individual involvement of rank and file members, and 3) *intellectual stimulation*,

whereby the leader is intellectually innovative and stimulating, providing union members with new ways of looking at organizational issues (p.145).

Fullagar et al. (1992) later suggested that only two of the underlying characteristics, *charisma* and *individual consideration*, were actually important in union leadership and socialization research. Subsequently, *intellectual stimulation* has largely been ignored as a component of transformational leadership (Fullagar et al., 1994).

Voluntary organizational research suggests that intellectual stimulation results from challenging /interesting roles within the organization. Lammars (1991) and Gidron (1983) found that challenging, interesting, and responsible task design was crucial to volunteer satisfaction and commitment. Dornstein and Matalon (1989) investigated the relation of 17 single attitudinal variables to commitment in voluntary organizations. Interesting/ challenging work correlated most highly with organizational commitment. This desire or need for a challenging, interesting, and responsible task design seems to be centered within the creation of the task itself, but not necessarily stemming from interaction with leaders; however, leaders need to recognize that a structured work environment is important (Lammars, 1991). Thus, intellectual stimulation may be a direct result of an interesting, challenging, and responsible task design created by transformational leaders of voluntary organizations. Voluntary organizational leaders may ultimately instill more organizational commitment by creating tasks that provide intellectual stimulation to their members. All leaders, including union leaders, should possess this quality to a certain degree in order to effectively implement a satisfying environment. Voluntary leaders should provide these types of environments to a greater

extent than union leaders. Thus, effective voluntary organization leaders should possess intellectual stimulation to a greater degree than union leaders.

The majority of union members most likely have not had the same opportunities to experience intellectually stimulating/ challenging work. Leaders of both unions and voluntary service organizations may have to provide challenging, interesting, and responsible task environments in order to maintain the commitment of their members to their respective organizations. Thus, the degree of intellectual stimulation experienced by members of both organizations should be related to the type of roles they fulfill within their respective organization.

### Work Beliefs

Transformational leadership style plays a role in the initial socialization of organizational commitment and participation; however, the reason each individual chooses to join one type of organization or another may be partly related to beliefs about work. Buchholz (1978) explored the applicability of five different belief systems to the beliefs people hold about work. Marxist work beliefs stress exploitation and alienation of the worker for owners' gain. Workers holding these beliefs attempt to change the power structure of the organization. These beliefs affect the willingness of non-unionized people to join unions (Barling, Kelloway, & Bremermann, 1991). They are also directly linked to union loyalty (Fullagar & Barling, 1989; Kelloway & Barling, 1993) and perceptions of individual responsibility to the union (Kelloway & Barling, 1993).

People holding humanistic work beliefs stress higher levels of personal fulfillment, rather than material achievement or power gains. The value of voluntary behavior, itself, is a determinant of satisfaction within the voluntary organization (Lammars, 1991). Sercow

(1990) showed that post secondary students' participation in community service was related to spiritual/religious fulfillment and the value of the activity to the community. Marxist work beliefs would appear to be more relevant to the goals of union membership than the voluntary organization. Likewise, humanistic work beliefs should be more relevant to voluntary organizations' goals. Accordingly, union members should report higher levels of Marxist work beliefs than volunteers. Conversely, volunteers should report higher levels of humanistic work beliefs than union members. Leaders of both organizations should possess higher levels of Marxist and humanistic work beliefs than their respective non-leader memberships (Buchholz, 1978).

Marxist work beliefs should not be exclusively associated with unions, nor should humanistic work beliefs be exclusively associated with voluntary associations. Marxist work beliefs may also be relevant to loyalty to a voluntary organization and responsibility to it, just as they relate to these concepts in unions. Similarly, humanistic work beliefs may lead union members to see the union as a means of self-fulfillment.

### *Psychological Involvement*

Kelloway, Catano, and Carroll (1995) adapted Lodahl and Kejner's (1965) Job Involvement Scale to define psychological involvement in the union as "reflecting the importance of union activity in the individual's life and the identification of the individual with his/her union activity" (p.4). Psychological involvement within the union was a viable and independent construct which positively correlated with both participation in and commitment to union organizations (Kelloway et al., 1995). This new construct should be equally applicable to other organizations besides unions.

Higher levels of psychological involvement may be moderated by mandatory union membership. Some union members are required to join a union and have no choice in the matter. These union members may not become psychologically involved with their unions. Union leaders, however, should hold higher levels of psychological involvement than union members. Since membership in voluntary service organizations is completely by choice both voluntary leaders and non-leaders assume active roles with greater opportunity for both to become more psychologically involved than their union counterparts.

Volunteers should hold higher levels of psychological involvement than union members. Union leaders should be more psychologically involved than union non-leaders. However, voluntary leaders and non-leaders should not differ on the level of psychological involvement. Kelloway et al. (1995) found that psychological involvement was correlated with all three sub-components of union commitment (union loyalty, willingness to work for the union, and responsibility to the union), but most highly with union loyalty. Marxist work beliefs also correlate with psychological involvement. In the voluntary context, as in the union, psychological involvement should correlate with organizational commitment. However, there should be a stronger association between humanistic work beliefs and psychological involvement than between Marxist work beliefs and psychological involvement within volunteers. Humanistic and Marxist beliefs are not mutually exclusive; these linkages may exist within both organizational contexts.

#### *Inter-Role Conflict (Union/Volunteer Family Conflict)*

Kopelman, Greenhaus and Connolly (1983) addressed the issue of inter-role conflict where a person finds him or herself within two or more roles that are not

compatible. A person's job context should not be analyzed in isolation of family and other life roles. Kelloway et al. (1995) adapted the inter-role scale developed by Kopelman et al. (1983) to assess the level of family stress experienced by union shop stewards. Family conflict correlated with psychological involvement, suggesting that shop stewards who are psychologically involved within their union activities experienced greater inter-role conflict with their family role. Shop stewards fulfill a "leadership" or "direct service" role within the union (Hiedrich, 1990). These "leadership" positions require greater expenditures of time and energy. Thus, union leaders should report higher levels of inter-role conflict than their union members.

Voluntary leaders and non-leaders fill similar active roles within their organization and should not differ on inter-role conflict. Volunteers should also show a positive relationship between psychological involvement and inter-role conflict. The volunteer, regardless of position, has the option of terminating membership in the organization at any time. As well, the nature of the volunteer's obligations and activities may find greater acceptance with the volunteer's family.

#### Organizational Commitment

Organizational commitment is generally defined as; (a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; and (c) a desire to maintain organizational membership (Porter, Steers, Mowday & Boulian, 1974). Porter et al.'s (1974) definition has been the basis for both union (Fullagar, 1986; Friedman & Harvey, 1986; Gordon et al., 1980; Kelloway, Catano, & Southwell, 1992; Klandermans, 1989; Ladd, Gordon, Beauvis, & Morgan, 1982; Tetrick, Thacker, & Fields, 1989; Thacker, Fields, & Tetrick,

1989) and voluntary (Dailey, 1986; Dornstein & Matalon, 1989; Knoke, 1981; Torres, Zey, & McIntosh, 1991) research into various aspects of member commitment. It is considered to be essential for the survival of unions within North America. Barling et al. (1992) see union commitment as being indicative of voluntary union participation and, in turn, crucial for union success. Indeed, Torres et al. (1991) investigated the effectiveness of a voluntary organization and also concluded that member commitment to be essential to organizational efficiency. The existence of commitment in both volunteer and union members is important; however, there are several factors that may moderate the development of commitment in unions.

Union members often join unions due to job requirements or legislation, which may moderate the development of union commitment. Sub-groups who have not joined the union of their own free will and may be opposed to the union will be less committed than their fellow members. Both volunteer (Pearce, 1980) and union members (Barling et al., 1992) are reluctant to assume leadership roles, however union members also have an additional factor in that they often face a potentially adversarial role in relation to their employer. This adversarial component may prevent the development of union commitment. Member socialization increases union commitment (Catano et al., 1994; Fullagar et al., 1992; Fullagar et al., 1994; Fullagar et al., 1995); however, the opportunities for interaction by union leaders and non-leaders may be far less than in voluntary organizations where socialization between members is encouraged.

Volunteers should report higher levels of commitment than union members. Also, union leaders should be higher on level of commitment than union non-leaders as elected

office has been an indicator of union commitment (Gordon et al., 1980). The volunteer leaders and non-leaders should not differ on level of commitment.

Kelloway et al. (1992) developed a shortened version of Gordon et al.'s (1980) Union Commitment scale that consisted of three underlying characteristics: 1) union loyalty, 2) responsibility to the organization, and 3) willingness to work for the union. Since Kelloway et al.'s (1992) Union Commitment Scale originated from Porter et al.'s (1974) definition of organizational commitment, the three sub-components should be equally applicable to the voluntary organization as well. The relationship between the union commitment's sub-components and participation may also exist. Torres et al. (1991) found evidence that commitment in a voluntary organization led to subsequent organizational participation. They defined participation as the efficiency of the organization to carry out its goals and services. This conceptualization of commitment influencing participation is on an organizational level rather than an individual level. Lydon and Zanna (1990), however, suggested that early commitment to a project may result in increased individual behavioral intentions to continue with a volunteer project in the face of adversity. Thus, all of the organizational commitment sub-components should correlate with participation, with willingness to work for the organization correlating most highly with participation.

Union loyalty and responsibility to the union correlate with both Marxist work beliefs (Fullagar & Barling, 1989; Kelloway & Barling, 1993) and transformational leadership (Kelloway & Barling, 1993). Transformational leadership should correlate with these same commitment components in the volunteer organization; however, humanistic beliefs, rather than Marxist work beliefs, should correlate more highly with measures of

organizational commitment for volunteers. Also, studies show that a challenging, interesting, and responsible task design can lead to increased commitment for volunteers (Dornstein & Matalon, 1989; Gidron, 1983; Lammars, 1991). Thus, intellectual stimulation should correlate with commitment for volunteers, more so than for union members.

Inter-role conflict has shown to be negatively correlated with the union loyalty component (Kelloway et al., 1995), as increased conflict between union roles and home-life generally leads to lower union commitment levels. This relationship should hold within the voluntary organization as well, as volunteers fill very active roles as part of their voluntary obligations. However, two factors may lessen the inter-role conflict for volunteers: the ability to terminate membership at any time, and the greater acceptance of voluntary duties by the volunteer's family.

### Participation

Participation within unions is a continuing problem throughout union research (Kelloway & Barling, 1993). This may be attributable to the roles that union members fill within their organization. Basically, general members, without true defined roles or duties rarely have reason or opportunity to participate. Union leaders, however, expend time and energy on duties related to leadership roles. Volunteers, on the other hand, generally donate their time; participation is part of their voluntary role. Union leaders, voluntary leaders, and voluntary non-leaders should report higher levels of participation than union non-leaders.

Kelloway and Barling (1993) attempted to validate a predictive model of participation for general union memberships. Their proposition that inter-role conflict

moderates the level of participation expressed by the general membership was not substantiated by their data. This seemingly contradictory finding may be explained by the role of the general membership. Quite simply, general members do not expend the same amount of time and energy as shop stewards and thus experience less inter-role conflict (union family conflict) originating from their family roles. This hypothesis, if applied only to shop stewards and union leaders, would probably hold true.

Union leaders and voluntary leaders should not differ in level of participation; leadership duties require a high level of participation regardless of type of organization. Voluntary leaders and non-leaders should differ on participation as the voluntary leaders have additional duties related to his/her leadership role. Union leaders and voluntary non-leaders should report higher levels of participation than the union non-leaders due to union non-leaders as generally filling a member at large role.

Transformational leadership and two of its sub-components, charisma (Conger & Kanunago, 1994; Kelloway & Barling, 1993) and individual consideration (Kelloway & Barling, 1993), directly influence levels of union participation. This may be partly due to the socialization effect that union leaders have on union members (Fullagar et al., 1995). Transformational leadership can also lead to a generalized influence style which can entice commitment and participation without rewards or punishments (Bass, 1985). The voluntary organization, which primarily relies on transformational leadership, should show the same relation between transformational leadership and participation. However, the intellectual stimulation component, missing in union related research (Fullagar et al., 1992; Fullagar et al., 1994), may also correlate with participation for volunteers as voluntary organizations are thought to provide intellectual stimulation to their members through a

---

challenging, interesting and responsible task design. Psychological involvement has also been found to correlate with union participation (Kelloway et al., 1995). This relationship will be examined in the voluntary organization as well.

Participation has been found to correlate with all three sub-components of union commitment (Fullagar, 1986; Fullagar & Barling, 1989; Kelloway et al., 1992; Kelloway & Barling, 1993). Participation is expected to correlate most highly with willingness to work for the union (Kelloway & Barling, 1993). This is largely attributed to the fact that willingness to work for the union is considered to be a measure of behavioral intentions (Kelloway et al., 1992).

#### Summary of Hypotheses

The present study explores the similarities and differences between union and voluntary organizations. In addition to comparing each organizational membership as a whole, it also analyses leaders (or those assuming leadership duties and roles) and non-leaders with respect to work beliefs, psychological involvement, inter-role conflict, commitment, and participation. The differences and similarities between these types of organizations and their leaders should provide enlightening new perspectives on union and organizational research. The following section summarizes the hypotheses drawn in the above sections.

#### Hypothesis I - Leadership

Voluntary leaders should be perceived as being higher in transformational leadership compared to union leaders (as perceived by their respective memberships). In turn, union leaders should be perceived as being higher in transactional leadership than voluntary leaders (as perceived by their respective memberships). Volunteer leaders should

be higher in intellectual stimulation component compared to union leaders. Thus, intellectual stimulation should correlate with commitment and participation in the voluntary organization but not so in the union.

#### Hypothesis II - Work Beliefs

Union leaders should be higher on Marxist work beliefs than voluntary leaders. Voluntary leaders likewise should be higher on humanistic work beliefs than union leaders. Leaders of both organizations should express higher levels of humanistic and Marxist work beliefs than their respective non-leader memberships. Marxist work beliefs should correlate with union loyalty and responsibility to the union. Humanistic work beliefs should also correlate with organizational loyalty and responsibility to the organization in the voluntary organization as well.

#### Hypothesis III - Psychological Involvement

The volunteers should hold higher levels of psychological involvement than union members. Union leaders should hold higher levels of psychological involvement than union non-leaders. Volunteer leaders should not differ from volunteer non-leaders on psychological involvement.

Psychological involvement should correlate with organizational commitment in both the union and voluntary organization. Psychological involvement should also correlate with Marxist work beliefs in the union context and with humanistic work beliefs in the voluntary organization.

#### Hypothesis IV - Inter-Role Conflict

Union leaders should experience higher levels of inter-role conflict than the union non-leaders. Volunteer leaders and non-leaders should not differ on inter-role conflict.

Inter-role conflict should correlate with psychological involvement for both the union and the voluntary organization.

Hypothesis V - Commitment

The voluntary membership should be higher on commitment than the union membership. Union leaders should be higher on commitment than union non-leaders. No difference should exist between volunteer leaders and non-leaders on commitment.

Transformational leadership and Marxist work beliefs should correlate with union loyalty and responsibility to the union. This relationship should also exist within the voluntary organization as well. Willingness to work for the union/ organization should also correlate with participation in both samples. Inter-role conflict was should negatively correlate with union/organizational loyalty for both the union and the voluntary organization.

Hypothesis VI - Participation

Union leaders should not differ from voluntary leaders on level of participation. Voluntary non-leaders and union leaders should also be higher on participation than union non-leaders. Volunteer leaders and non-leaders should not differ on level of participation.

Transformational leadership should correlate with participation in both organizations, but intellectual stimulation should correlate with participation in the voluntary organization only. Psychological involvement should also correlate with participation in both organizations.

Both union loyalty and responsibility to the union should correlate with participation in both types of organizations.

## Method

### Participants

Members for the Newfoundland Association of Public Employees (NAPE) and Lions International participated in this study. NAPE is a labour union which represents approximately 18,000 members in various workforce sectors including service, government, educational, medical, and correctional personnel within the province of Newfoundland. The Lions Club (District 41-S2), also located in Newfoundland, is a voluntary service organization. It is a District of Lions International which boasts over 1 million members worldwide and is arguably, one of the more successful voluntary service organizations of its kind. All of the Lions local clubs are community based, voluntary, and governed by a common constitution.

The Executive Committee of each organization approved participation of its members in this study. The NAPE sample, randomly selected, included 300 shop stewards and 300 rank and file members (equal male/female ratio). NAPE headquarters distributed the surveys to the selected members. The volunteer surveys (N = 584) were distributed to club members during regularly scheduled club meetings. Twenty four clubs were chosen randomly from those in District of 41-S2 (Eastern/ Central Newfoundland). Clubs represented both rural and urban settings. Surveys for both organizations included a cover letter (Appendix A) explaining the nature of the survey as well as the ethical and voluntary aspects of the study. Contact numbers were provided for those subjects wishing further information or clarification. A stamped return envelope was provided with each survey. Two hundred and twelve volunteer surveys (response rate of 36.3%) and 77 union surveys (response rate of 12.8%) were returned by the cutoff date.

Table 1 reports the demographic characteristics of respondents. The union sample was evenly divided between male and female respondents, 49.4% and 50.6%, respectively. There were more males than females, 62.3% and 37.7% respectively, in the voluntary sample. The samples differed on proportion of males and females ( $\chi^2(1) = 3.89$ ,  $p < .05$ ). Union members were relatively young with 78.4% of respondents falling between the ages of 18 and 45 years (mean = 39.43 years). In the volunteer sample, 76.5% of respondents were between the ages of 30 and 59 years (mean = 47.97 years). The voluntary sample was older than the union sample ( $\chi^2(3) = 29.21$ ,  $p < .01$ ). Similar proportions of union and volunteer respondents reported having a partner, 75.3% and 84.9%, respectively. Each sample also had similar numbers of dependents. Union respondents were better educated with only 5.3% of respondents not attaining high school graduation while 69.3% of respondents reported attending or completing a post secondary education. Twenty percent of the volunteers did not attain a high school graduation while 37.6% reported attending or completing a post secondary education. Thus, union members were better educated than volunteers ( $\chi^2(3) = 23.61$ ,  $p < .01$ ).

### Questionnaires

The surveys contained 11 demographic items and eight measurement scales (see Appendix B & C for union and volunteer surveys, respectively). Survey items not included in demographic or scale summaries are found in Appendix D. All scales used a 5 point Likert Scale response set except for the participation scale which contained dichotomous and trichotomous items. The trichotomous items were later recoded into dichotomous items to construct a cumulative index of absolute participation. Overall scale reliabilities and inter-correlations are presented in Table 2. Scale reliabilities and inter-correlations for

**TABLE 1**  
**Summary of Demographic Items for**  
**Union and Voluntary Respondents**

Item Content	Union (%)	Vol. (%)
<b><u>Sex</u></b>	<b>(N= 77)</b>	<b>(N= 212)</b>
Male	49.4	62.3
Female	50.6	37.7
<b><u>Age</u></b>	<b>(N= 74)</b>	<b>(N= 212)</b>
18 - 29 years	10.8	7.1
30 - 45 years	67.6	37.3
46 - 59 years	21.6	39.2
60 - 90 years	0	16.5
<b><u>Marital Status</u></b>	<b>(N= 77)</b>	<b>(N= 212)</b>
Single	16.9	7.1
Separated/Widowed	7.8	8.0
Married/Common-Law	75.3	84.9
<b><u>Number of Dependents</u></b>	<b>(N= 77)</b>	<b>(N= 209)</b>
None	32.5	34.4
One	19.5	28.7
Two	29.9	18.2
Three	15.6	11.5
Four	2.6	6.7
Five	0	0
More Than Five	0	0.5
<b><u>Level of Education</u></b>	<b>(N= 75)</b>	<b>(N= 197)</b>
Partial Secondary	5.3	20.3
Secondary Graduate	25.3	42.1
Partial Post Secondary	12.0	5.6
Post Secondary	57.3	32.0

the union and volunteer samples are presented in Tables 3 and 4, respectively. The following section provides overall scale descriptions (including origin, modifications and internal reliabilities) for the entire sample or for each sample separately if the scales were modified in any way.

### 1) Transformational Leadership

Transformational leadership was measured by three separate scales. Individual Consideration and Intellectual Stimulation were taken from Bass's 1985 Multi-Factor Leadership Scale, while Charisma was taken from Conger and Kanungo (1992). All scale items were worded so that they would apply to leaders and non-leaders. This was accomplished by replacing terms like "*His/her...have forced me to....*" to "*Union leaders...have forced union members to....*". For the union sample, the modified scales produced good reliabilities: Individual Consideration ( $\alpha = .87$ ), Intellectual Stimulation ( $\alpha = .73$ ), and Charisma ( $\alpha = .92$ ). All three scales were added together to form a composite ( $\alpha = .94$ ) scale for the union.

For the volunteer sample, the term "*union*" was replaced with "*Lions*". These modified scales produced good reliabilities: Individual Consideration ( $\alpha = .80$ ), Intellectual Stimulation ( $\alpha = .65$ ), and Charisma ( $\alpha = .82$ ). The volunteer composite scale also produced a good reliability ( $\alpha = .90$ ).

### 2) Transactional Leadership

The Transactional Leadership Scale was taken from Bass' 1985 Multi-Factor Leadership Scale. This scale was modified for use with union and voluntary organizations similar to the Transformational Leadership scale. The reliabilities of this scale for the union ( $\alpha = .76$ ) and volunteer ( $\alpha = .85$ ) samples were adequate.

### 3) Work Beliefs (Humanistic & Marxist)

Buchholz's (1978) Humanistic work beliefs scale and Marxist work beliefs scales had acceptable reliabilities for both the union ( $\alpha = .95$  and  $\alpha = .85$ ; respectively) and volunteer ( $\alpha = .91$  and  $\alpha = .73$ ; respectively) samples.

### 4) Psychological Involvement Scale

For the union sample, psychological involvement was measured by Kelloway et al.'s (1995) Union Involvement scale ( $\alpha = .80$ ). For the volunteer sample, psychological involvement was measured by Lodahl and Kejner's (1965) Job Involvement scale. This latter scale was modified by replacing the words "job" and "work" with "volunteer position" and "volunteer work", respectively. Preliminary scale analyses indicated that one item should be removed, to increase scale reliability. Following this removal, the smaller scale attained respectable reliability ( $\alpha = .82$ ). This shortened scale was used in all analyses.

### 5) Inter Role Conflict

Kopelman et al.'s (1983) Inter-Role Conflict scale ( $\alpha = .94$ ) was used to assess this construct in the union. The word "union" was substituted for the word "work" to emphasize the distinction between work and union roles. This scale was modified for the voluntary organization by replacing the words "union work" and "union position" with "Lions work" and "Lions position", respectively ( $\alpha = .89$ ).

### 6) Union and Organizational Commitment

The Union Commitment Scale (Kelloway et al., 1992) was used to measure Union Loyalty ( $\alpha = .91$ ), Willingness to Work for the Union ( $\alpha = .86$ ), and Responsibility to the Union ( $\alpha = .83$ ). These scales were derived from, and have a very similar structure to the

Porter et al.'s (1974) Organizational Commitment Scale. Rather than use a different scale to measure commitment in the voluntary organization, the three union scales were modified by replacing the word "union" with "Lions". Additionally, in the Responsibility to the Union Scale, "filing a grievance" was changed to "attempting a new project", "collective agreement" to "Lions charter", and "use of the grievance procedure" to "to provide his/her best effort". These modified scales had good reliabilities: Organizational Loyalty ( $\alpha = .87$ ), Willingness to work for the organization ( $\alpha = .87$ ), and Responsibility to the Organization ( $\alpha = .79$ ). The composite Commitment scale resulted in an alpha of .91 for both the union and voluntary organization.

#### 7) Participation

Kelloway and Barling's (1993) Union Participation Scale was used as an index of participation in both of the union and voluntary organizations. The participation scale was modified for the voluntary organization by replacing the word "Union" with "Lions". Assessed as a unidimensional scale, alpha values of .42 and .62 were obtained for the volunteer and union samples, respectively. These reliability indices for participation are low. However, alpha may not be the most appropriate measure of reliability for this variable.

#### Design and Analysis

Responses from the surveys were used to designate union and volunteer members as either leaders or non-leaders. For the union, respondents who acted as shop stewards in union offices or held a position of President, Secretary, or Treasurer were classified as leaders. For the Lions, respondents who held positions of President, Secretary, Treasurer, or Director were classified as leaders.

A 2 x 2 multivariate analysis of variance was used to investigate effects of Leadership (leaders .vs. non-leaders) and Type of Organization (union .vs. voluntary) on the eight dependent variables. These variables were transformational leadership, commitment, psychological involvement, participation, Marxist work beliefs, humanistic work beliefs, inter-role conflict, and transactional leadership. A transformational leadership composite scale was used in each organization instead of the three sub-scales of individual consideration, intellectual stimulation, and charisma due to high sub-scale inter-correlations (see Tables 3 & 4). Likewise, the sub-scales of union/organizational loyalty, responsibility to the union/organization, and willingness to work for the union/organization were replaced with a composite commitment scale (see Tables 3 & 4 for inter-correlations). In addition, four post-hoc multivariate analyses investigated the interaction effects stemming from the 2 x 2 Manova. Correlational analyses were also used to investigate the hypotheses.

## **Results**

### Correlational Analyses

As a first step, all hypotheses, where appropriate, were investigated by examining the correlations between study variables. Table 2 presents the correlations, means and standard deviations for the two samples combined. Tables 3 and 4 repeat these data for the union and volunteer samples, respectively.

### Hypothesis I - Leadership

Contrary to expectations, intellectual stimulation correlated with commitment ( $r = .489, p < .01$ ) and participation ( $r = .233, p < .01$ ) within the union sample. With respect to volunteers, intellectual stimulation correlated with commitment ( $r = .323, p < .01$ ) but

**TABLE 2**  
**Overall Inter-Correlations, Reliabilities,**  
**Means and Standard Deviations.**

Variable	1	2	3	4	5	6	7
1. TRANF	(.93)						
2. TRAIC <sup>o</sup>	.946**	(.86)					
3. TRAIS <sup>o</sup>	.781**	.638**	(.70)				
4. TRAC <sup>o</sup>	.945**	.828**	.669**	(.89)			
5. TRANA	.344**	.253**	.414**	.353**	(.82)		
6. WBH	.162*	.142*	.137*	.174*	.166*	(.93)	
7. WBM	-.068	-.086	.010	-.039	.246**	.209**	(.79)
8. PI	.542**	.478**	.423**	.558**	.270**	.153*	.147*
9. IRC	.042	.000	.060	.046	.148*	-.150*	.102
10. COM	.631**	.607**	.451**	.605**	.173*	.312**	.062
11. COML <sup>o</sup>	.654**	.625**	.434**	.648**	.176*	.264**	.013
12. COMWF <sup>o</sup>	.549**	.530**	.396**	.515**	.095	.195*	.025
13. COMR <sup>o</sup>	.438**	.425**	.331**	.405**	.171*	.354**	.155*
14. PART	.173*	.155*	.117	.127*	-.152*	.001	-.066
Mean	3.53	3.64	3.40	3.48	3.12	4.41	3.45
Standard Dev.	.72	.77	.77	.83	.76	.50	.61

Note: \*  $p < .05$   
 \*\*  $p < .01$   
<sup>o</sup> Denotes subscale.

TABLE 2 (CON'T)

Variable	8	9	10	11	12	13	14
8. PI	(.86)						
9. IRC	.180*	(.90)					
10.COM	.622**	.052	(.94)				
11.COML <sup>o</sup>	.596**	.038	.953**	(.92)			
12.COMWF <sup>o</sup>	.575**	.066	.888**	.799**	(.86)		
13.COMR <sup>o</sup>	.493**	.029	.819**	.667**	.601**	(.83)	
14.PART	.283**	.103	.403**	.338**	.511**	.271**	(.46)
Mean	3.06	2.24	4.07	4.11	3.91	4.11	5.04
Standard Dev.	.91	.78	.73	.83	.94	.69	1.11

Note: \*  $p < .05$

\*\*  $p < .01$

<sup>o</sup> Denotes subscale.

TRANF = Transformational Leadership Scale; TRAIC = Individual Consideration Scale; TRAIS = Intellectual Stimulation Scale; TRAC = Charisma Scale; TRANA = Transactional Leadership Scale; WBH = Humanistic Work Beliefs Scale; WBM = Marxist Work Beliefs Scale; PI = Psychological Involvement Scale; IRC = Inter-Role Conflict Scale; COM = Commitment Scale; COML = Loyalty to the Organization Scale; COMWF = Willingness to Work for the Organization Scale; COMR = Responsibility to the Organization Scale; PART = Participation Index Scale.

**TABLE 3**  
**Union Inter-Correlations, Reliabilities,**  
**Means and Standard Deviations.**

Variable	1	2	3	4	5	6	7
1. TRANF	(.94)						
2. TRAIC <sup>o</sup>	.943**	(.87)					
3. TRAIS <sup>o</sup>	.832**	.708**	(.73)				
4. TRAC <sup>o</sup>	.941**	.804**	.722**	(.92)			
5. TRANA	.581**	.517**	.463**	.587**	(.76)		
6. WBH	-.003	-.086	.119	.029	.104	(.95)	
7. WBM	.056	-.010	.193	.052	.308*	.252*	(.85)
8. PI	.508**	.410**	.533**	.501**	.377*	-.084	.350*
9. IRC	.217	.135	.237*	.249*	.269*	-.086	.289*
10. COM	.573**	.548**	.489**	.526**	.292*	.134	.232*
11. COML <sup>o</sup>	.615**	.582**	.475**	.593**	.324*	.089	.141
12. COMWF <sup>o</sup>	.522**	.489**	.476**	.474**	.197	.058	.217
13. COMR <sup>o</sup>	.302*	.306*	.291*	.245*	.198	.194	.305*
14. PART	.234*	.213	.233*	.210	-.135	-.018	-.093
Mean	3.00	3.08	3.09	2.87	3.08	4.37	3.68
Standard Dev.	.81	.84	.85	.93	.66	.63	.69

Note: \* p < .05

\*\* p < .01

<sup>o</sup> Denotes subscale.

**TABLE 3 (CON'T)**

Variable	8	9	10	11	12	13	14
8. PI	(.80)						
9. IRC	.454**	(.94)					
10.COM	.510**	.313*	(.93)				
11.COML <sup>o</sup>	.456**	.315*	.934**	(.91)			
12.COMWF <sup>o</sup>	.561**	.290*	.888**	.781**	(.86)		
13.COMR <sup>o</sup>	.344*	.193	.786**	.568**	.578**	(.83)	
14.PART	.365*	.240*	.541**	.476**	.598**	.369*	(.62)
Mean	2.27	2.22	3.42	3.35	3.17	3.70	4.65
Standard Dev.	.81	.89	.89	1.00	1.15	.93	1.31

Note: \* p< .05

\*\* p< .01

<sup>o</sup> Denotes subscale.

TRANF = Transformational Leadership Scale; TRAIC = Individual Consideration Scale; TRAIS = Intellectual Stimulation Scale; TRAC = Charisma Scale; TRANA = Transactional Leadership Scale; WBH = Humanistic Work Beliefs Scale; WBM = Marxist Work Beliefs Scale; PI = Psychological Involvement Scale; IRC = Inter-Role Conflict Scale; COM = Commitment Scale; COML = Loyalty to the Organization Scale; COMWF = Willingness to Work for the Organization Scale; COMR = Responsibility to the Organization Scale; PART = Participation Index Scale.

**TABLE 4**  
**Voluntary Inter-Correlations, Reliabilities,**  
**Means and Standard Deviations.**

Variable	1	2	3	4	5	6	7
1. TRANF	(.90)						
2. TRAIC°	.925**	(.80)					
3. TRAIS°	.744**	.552**	(.65)				
4. TRAC°	.924**	.769**	.603**	(.82)			
5. TRANA	.292**	.169*	.410**	.306**	(.85)		
6. WBH	.275**	.292**	.137	.276**	.198*	(.91)	
7. WBM	.048	.046	.005	.109	.251**	.210*	(.73)
8. PI	.346**	.272**	.278**	.378**	.277**	.280**	.326**
9. IRC	-.077	-.093	-.034	-.087	.104	-.190*	.014
10. COM	.469**	.435**	.323**	.450**	.143*	.523**	.239*
11. COML°	.478**	.441**	.304**	.485**	.137	.477**	.222*
12. COMWF°	.341**	.328**	.227*	.302**	.042	.317**	.113
13. COMR°	.360**	.326**	.258**	.339**	.175*	.514**	.237*
14. PART	-.053	-.044	-.039	-.123	-.179*	-.008	.034
Mean	3.74	3.86	3.52	3.71	3.13	4.43	3.36
Standard Dev.	.57	.62	.71	.66	.80	.45	.55

Note: \* p < .05  
 \*\* p < .01  
 ° Denotes subscale.

TABLE 4 (CON'T)

Variable	8	9	10	11	12	13	14
8. PI	(.82)						
9. IRC	.084	(.89)					
10.COM	.482**	-.162*	(.91)				
11.COML <sup>o</sup>	.436**	-.196*	.933**	(.87)			
12.COMWF <sup>o</sup>	.367**	-.093	.815**	.670**	(.79)		
13.COMR <sup>o</sup>	.433**	-.108	.802**	.639**	.464**	(.79)	
14.PART	.117	.024	.181*	.073	.379**	.077	(.40)
Mean	3.35	2.25	4.31	4.40	4.19	4.27	5.19
Standard Dev.	.76	.74	.48	.53	.68	.51	.99

Note: \*  $p < .05$

\*\*  $p < .01$

<sup>o</sup> Denotes subscale.

TRANF = Transformational Leadership Scale; TRAIC = Individual Consideration Scale; TRAIS = Intellectual Stimulation Scale; TRAC = Charisma Scale; TRANA = Transactional Leadership Scale; WBH = Humanistic Work Beliefs Scale; WBM = Marxist Work Beliefs Scale; PI = Psychological Involvement Scale; IRC = Inter-Role Conflict Scale; COM = Commitment Scale; COML = Loyalty to the Organization Scale; COMWF = Willingness to Work for the Organization Scale; COMR = Responsibility to the Organization Scale; PART = Participation Index Scale.

unexpectedly, not with participation ( $r = -.039, p > .05$ ). The composite transformational leadership measure also correlated with the same variables as intellectual stimulation in each organization.

### Hypothesis II - Work Beliefs

Marxist work beliefs, as expected, correlated with responsibility to the union ( $r = .305, p < .05$ ) but, contrary to expectation, not with union loyalty ( $r = .141, p > .05$ ). For volunteers, Marxist work beliefs were associated with both responsibility to the organization ( $r = .237, p < .05$ ) and organizational loyalty ( $r = .222, p < .05$ ), as expected. Humanistic work beliefs were correlated with responsibility to the organization ( $r = .514, p < .01$ ) and organizational loyalty ( $r = .477, p < .01$ ) in the volunteer sample, but not with union loyalty ( $r = .089, p > .05$ ) or responsibility to the union ( $r = .194, p > .05$ ). These results suggest that Marxist work beliefs are relevant to both organizations while humanistic work beliefs are more relevant to the voluntary organization. Humanistic and Marxist work beliefs also correlated with one another for both the union members ( $r = .252, p < .05$ ) and volunteers ( $r = .210, p < .05$ ), suggesting a shared commonality between the variables.

### Hypothesis III - Psychological Involvement

For union members psychological involvement correlated with overall commitment ( $r = .510, p < .01$ ) and Marxist work beliefs ( $r = .350, p < .05$ ) as expected, but not humanistic work beliefs ( $r = -.084, p > .05$ ). Psychological involvement correlated with overall commitment ( $r = .482, p < .01$ ), Marxist work beliefs ( $r = .326, p < .01$ ), and humanistic work beliefs ( $r = .280, p < .01$ ) in the voluntary sample as predicted.

Hypothesis IV - Inter-Role Conflict

Inter-role conflict correlated with psychological involvement ( $r = .454, p < .01$ ) in the union sample as predicted, but contrary to expectations, not for volunteers ( $r = .084, p > .05$ ). As expected, inter-role conflict correlated negatively with organizational loyalty ( $r = -.196, p < .05$ ) for volunteers, but unexpectedly it correlated positively with union loyalty ( $r = .315, p < .05$ ). These results partially agree with previous union research findings.

Hypothesis V - Commitment

For union members, union loyalty correlated with transformational leadership ( $r = .615, p < .01$ ) but contrary to predictions not with Marxist ( $r = .141, p > .05$ ) nor humanistic work beliefs ( $r = .089, p > .05$ ). In the voluntary sample, organizational loyalty was associated with transformational leadership ( $r = .478, p < .01$ ), humanistic work beliefs ( $r = .477, p < .01$ ) and Marxist work beliefs ( $r = .222, p < .05$ ) as expected.

As predicted, responsibility to the union correlated with transformational leadership ( $r = .302, p < .05$ ), Marxist work beliefs ( $r = .305, p < .05$ ) and participation ( $r = .369, p < .05$ ), but not with humanistic work beliefs ( $r = .194, p > .05$ ). In the voluntary organization, responsibility to the organization correlated with transformational leadership ( $r = .360, p < .01$ ), humanistic work beliefs ( $r = .514, p < .01$ ) and Marxist work beliefs ( $r = .237, p < .05$ ) as expected but not with participation ( $r = .077, p > .05$ ). Willingness to work for the union or voluntary organization correlated with participation for both union ( $r = .598, p < .01$ ) and voluntary ( $r = .379, p < .01$ ) members, as predicted.

### Hypothesis VI - Participation

For union members, participation correlated with transformational leadership ( $r = .234, p < .05$ ) and union loyalty ( $r = .476, p < .01$ ) as expected, but also with intellectual stimulation ( $r = .233, p < .05$ ) though no association was expected to exist. Contrary to expectations in the voluntary sample, participation did not correlate with transformational leadership ( $r = -.053, p > .05$ ), union loyalty ( $r = .073, p > .05$ ) or intellectual stimulation ( $r = -.039, p > .05$ ). Participation generally correlated as expected for the union sample but only correlated with one variable, willingness to work for the organization, in the voluntary sample.

### Leadership and Organizational Effects

The effects of Type of Organization (union .vs. voluntary) and Leadership (leaders .vs. non-leaders) on eight dependent variables were examined through a multivariate analysis of variance. The dependent variables, in order of entry, were transformational leadership, commitment, psychological involvement, participation, Marxist work beliefs, humanistic work beliefs, inter-role conflict, and transactional leadership. This order of entry reflected the importance of these variables in previous research. Four post hoc analyses also investigated the 2 x 2 multivariate interactions. Alpha was set at .013 to control for an inflated error term. A Roy-Bargman stepdown analysis was performed on the prioritized DV's to adjust for inter-correlations. All DV's were sufficiently reliable to enter the analysis. Homogeneity of regression was satisfactory for all components of the stepdown analysis. The data were analyzed by SPSS MANOVA with the default adjustment for non-orthogonality. Within cell correlations and standard deviations for all

multivariate analyses are presented in Appendix E. Only Roy-Bargman stepdown analyses are presented as the dependent variables were inter-correlated.

The 2 x 2 multivariate analysis of variance showed that the combined D.V.'s were affected by Type of Organization ( $F(8, 242) = 29.15, p < .01; \Lambda = .509$ ), Leadership ( $F(8, 242) = 13.20, p < .01; \Lambda = .696$ ), and the Type of Organization by Leadership interaction ( $F(8, 242) = 3.09, p < .01; \Lambda = .907$ ). The four post hoc analyses also showed the combined D.V.'s to be significantly affected by Leadership in the union organization ( $F(8, 110) = 20.91, p < .001; \Lambda = .476$ ), by Leadership in the voluntary organization ( $F(8, 65) = 8.94, p < .001; \Lambda = .801$ ), by Type of Organization on leaders ( $F(8, 170) = 5.26, p < .001; \Lambda = .606$ ), and by Type of Organization on non-leaders ( $F(8, 125) = 10.13, p < .001; \Lambda = .397$ ). The specific stepdown results of the 2 x 2 Manova (see Table 5) and the four post hoc analyses (see Table 6) are discussed in the following section with respect to predicted hypotheses.

#### Hypothesis I - Leadership

Multivariate results showed transformational leadership to be affected by Type of Organization (stepdown  $F(1, 249) = 64.82, p < .01$ ) and its interaction with Leadership (stepdown  $F(1, 249) = 3.80, p < .05$ ) in the 2 x 2 Manova. The post hoc analyses are discussed instead of the significant main effect because of the significant interaction.

Post hoc analyses indicate that union leaders' perceptions (mean = 3.11) did not differ from union non-leaders' (mean = 2.90) with respect to the union leaders' level of transformational leadership. Likewise, volunteer leaders (mean = 3.65) and volunteer non-leaders (mean = 3.80) did not differ in their perceptions of volunteer leaders' level of transformational leadership. Volunteer leaders (mean = 3.65) perceived themselves to be

**TABLE 5**  
**Tests of Leadership, Organization, and Their**  
**Interaction on Dependent Variables**  
**(N= 253)**

IV	DV	<u>Univariate</u>			<u>Stepdown</u>		
		F	df	Prob.	F	df	Prob.
Type of Organization (Voluntary .vs. Union)	TRANF	64.82	1, 249	.000**	64.82	1, 249	.000**
	COM	122.13	1, 249	.000**	52.05	1, 248	.000**
	PI	98.15	1, 249	.000**	16.76	1, 247	.000**
	PART	31.80	1, 249	.000**	4.31	1, 246	.039*
	WBM	15.87	1, 249	.000**	41.04	1, 245	.000**
	WBH	1.51	1, 249	.220	.01	1, 244	.910
	IRC	.59	1, 249	.444	.12	1, 243	.729
	TRANA	.00	1, 249	.989	3.52	1, 242	.062
Leadership (Leaders .vs. Non-Leaders)	TRANF	.11	1, 249	.743	.11	1, 249	.743
	COM	19.98	1, 249	.000**	24.59	1, 248	.000**
	PI	2.32	1, 249	.129	.00	1, 247	.949
	PART	95.65	1, 249	.000**	69.66	1, 246	.000**
	WBM	.09	1, 249	.768	.05	1, 245	.823
	WBH	1.37	1, 249	.243	1.56	1, 244	.213
	IRC	.27	1, 249	.606	.02	1, 243	.902
	TRANA	6.63	1, 249	.011*	2.74	1, 242	.099
Type of Organization by Leadership	TRANF	3.80	1, 249	.047*	3.80	1, 249	.047*
	COM	13.88	1, 249	.000**	9.73	1, 248	.002**
	PI	1.20	1, 249	.275	.43	1, 247	.513
	PART	10.33	1, 249	.001**	5.80	1, 246	.017*
	WBM	.13	1, 249	.718	.82	1, 245	.365
	WBH	2.53	1, 249	.113	1.17	1, 244	.279
	IRC	.30	1, 249	.585	.48	1, 243	.491
	TRANA	.75	1, 249	.387	1.93	1, 242	.166

TRANF = Transformational Leadership Scale; COM = Commitment to the Organization/Union Scale; PI = Psychological Involvement Scale; PART = Participation Index Scale; WBM = Marxist Work Beliefs Scale; WBH = Humanistic Work Beliefs Scale; IRC = Inter-Role Conflict Scale; TRANA = Transactional Leadership Scale.

Note: \*  $p < .05$ , \*\*  $p < .01$ .

**TABLE 6**  
**Post-Hoc Analyses of Type of Organization and Leadership**  
**(Investigation of Interaction Effects)**

IV	DV	Univariate			Stepdown		
		F	df	Prob.	F	df	Prob.
Leadership (Leaders vs. Non-Leaders) in the Union Context (N= 74)	TRANF	1.17	1, 72	.283	1.17	1, 72	.283
	COM	12.74	1, 72	.001*	12.23	1, 71	.001*
	PI	2.19	1, 72	.144	.01	1, 70	.900
	PART	52.10	1, 72	.000*	32.88	1, 69	.000*
	WBM	.00	1, 72	.974	.27	1, 68	.603
	WBH	1.80	1, 72	.184	3.98	1, 67	.050
	IRC	.31	1, 72	.577	.85	1, 66	.360
	TRANA	5.22	1, 72	.025	7.05	1, 65	.010*
Leadership (Leaders vs. Non-Leaders) in the Voluntary Organization (N= 179)	TRANF	3.31	1, 177	.071	3.31	1, 177	.071
	COM	.75	1, 177	.387	3.58	1, 176	.060
	PI	.17	1, 177	.680	.16	1, 175	.693
	PART	40.90	1, 177	.000*	34.47	1, 174	.000*
	WBM	.46	1, 177	.496	.00	1, 173	.946
	WBH	.19	1, 177	.659	.01	1, 172	.919
	IRC	.00	1, 177	.976	.02	1, 171	.873
	TRANA	2.42	1, 177	.121	.11	1, 170	.734
Leaders across Type of Organization (Union vs. Voluntary) (N= 134)	TRANF	25.33	1, 132	.000*	25.33	1, 132	.000*
	COM	34.34	1, 132	.000*	11.30	1, 131	.001*
	PI	45.91	1, 132	.000*	10.24	1, 130	.002*
	PART	4.13	1, 132	.044	.01	1, 129	.926
	WBM	7.30	1, 132	.008*	20.43	1, 128	.000*
	WBH	.11	1, 132	.737	.38	1, 127	.538
	IRC	.03	1, 132	.858	.72	1, 126	.396
	TRANA	.52	1, 132	.472	1.12	1, 125	.292

TRANF = Transformational Leadership Scale; COM = Commitment to the Organization/Union Scale; PI = Psychological Involvement Scale; PART = Participation Index Scale; WBM = Marxist Work Beliefs Scale; WBH = Humanistic Work Beliefs Scale; IRC = Inter-Role Conflict Scale; TRANA = Transactional Leadership Scale.

Note: \* p < .013, F critical value adjusted for inflated error rate.

**TABLE 6 (CON'T)**  
**Post-Hoc Analyses of Type of Organization and Leadership**  
**(Investigation of Interaction Effects)**

IV	DV	<u>Univariate</u>			<u>Stepdown</u>		
		F	df	Prob.	F	df	Prob.
Non-Leaders across Type of Organization (Union .vs. Voluntary) (N= 119)	TRANF	37.85	1, 117	.000*	37.85	1, 117	.000*
	COM	88.14	1, 117	.000*	41.31	1, 116	.000*
	PI	53.44	1, 117	.000*	12.21	1, 115	.001*
	PART	28.97	1, 117	.000*	4.49	1, 114	.036
	WBM	9.03	1, 117	.003*	22.63	1, 113	.000*
	WBH	2.52	1, 117	.115	.01	1, 112	.911
	IRC	.68	1, 117	.412	.35	1, 111	.557
	TRANA	.28	1, 117	.598	1.59	1, 110	.210

TRANF = Transformational Leadership Scale; COM = Commitment to the Organization/Union Scale; PI = Psychological Involvement Scale; PART = Participation Index Scale; WBM = Marxist Work Beliefs Scale; WBH = Humanistic Work Beliefs Scale; IRC = Inter-Role Conflict Scale; TRANA = Transactional Leadership Scale.

Note: \*  $p < .013$ , F critical value adjusted for inflated error rate.

higher in transformational leadership than union leaders (mean = 3.11) perceived themselves (stepdown  $F(1, 132) = 25.33, p < .013$ ). Volunteer non-leaders (mean = 3.80) also perceived their leaders as being higher on transformational leadership than did union non-leaders (mean = 2.90; stepdown  $F(1, 117) = 37.85, p < .013$ ). These results confirm the hypothesis that volunteers perceive their leaders to be higher in transformational leadership than do union memberships.

Transactional leadership was not affected by Type of Organization, Leadership, or the interaction. Subsequent post hoc analyses showed that union non-leaders (mean = 2.94) perceived their leaders to be higher in levels of transactional leadership than did union leaders (mean = 3.31) themselves. These results do not confirm the hypothesis that union leaders would be perceived to be higher in transactional leadership by their members than volunteer leaders would be by their members.

#### Hypothesis II - (Marxist Work Beliefs & Humanistic Work Beliefs)

Leadership and the interaction of Leadership and Type of Organization did not have an effect on Marxist work beliefs in the overall 2 x 2 Manova. However, Marxist work beliefs were affected by the main effect of Type of Organization (stepdown  $F(1, 245) = 41.04, p < .01$ ) in the overall 2 x 2 Manova.

The union members (mean = 3.67) reported higher levels of Marxist work beliefs than the volunteers (mean = 3.34), supporting the hypothesis that Marxist work beliefs are more relevant in the union context. However, the hypothesis that leaders would report higher levels of Marxist work beliefs than their respective non-leader counter-parts was not supported. Humanistic work beliefs were not affected by Type of Organization, Leadership, or the interaction. None of the proposed hypotheses were supported.

### Hypothesis III - Psychological Involvement

Leadership and its interaction with Type of Organization did not have an effect on psychological involvement. Psychological involvement was affected by Type of Organization (stepdown  $F(1, 247) = 16.76, p < .01$ ) in the overall 2 x 2 Manova. Volunteers (mean = 3.35) reported higher levels of psychological involvement than union members (mean = 2.27), supporting the hypothesis that the volunteers would be more psychological involved than union members. Also, as expected, volunteer leaders did not differ from volunteer non-leaders on psychological involvement. Contrary to expectations, union leaders did not differ from union non-leaders on psychological involvement.

### Hypothesis IV - Inter-Role Conflict

Inter-role conflict was not affected by Type of Organization, Leadership, or the interaction. None of the hypotheses were supported, except that volunteer leaders and non-leaders would not differ on inter-role conflict.

### Hypothesis V - Commitment

Commitment was affected by Type of Organization (stepdown  $F(1, 248) = 52.05, p < .01$ ), Leadership (stepdown  $F(1, 24.59), p < .01$ ), and the interaction (stepdown  $F(1, 248) = 3.80, p < .01$ ) in the overall 2 x 2 Manova. Again, the post hoc analyses were used to investigate the results due to the interaction effects.

Results confirmed all four hypotheses. Union leaders (mean = 3.71) did report higher levels of commitment than union non-leaders (mean = 3.01; stepdown  $F(1, 71) = 12.23, p < .013$ ). There was no difference between volunteer leaders (mean = 4.33) and volunteer non-leaders (mean = 4.27) on level of commitment. Volunteer leaders (mean = 4.33) reported higher levels of commitment than union leaders (mean = 3.71; stepdown

$F(1, 131) = 11.30, p < .013$ ) while volunteer non-leaders (mean = 4.27) reported higher levels of commitment than union non-leaders (mean = 3.01; stepdown  $F(1, 116) = 41.31, p < .013$ ).

#### Hypothesis VI - Participation

Participation was also affected by Type of Organization (stepdown  $F(1, 246) = 4.31, p < .05$ ), Leadership (stepdown  $F(1, 246) = 69.66, p < .01$ ), and the interaction (stepdown  $F(1, 246) = 5.80, p < .05$ ) in the overall 2 x 2 Manova. Once again, the post hoc analyses were investigated to due to a significant interaction.

Post hoc analyses showed no difference between union leaders (mean = 5.32) and voluntary leaders (mean = 5.62) on participation. Union leaders (mean = 5.32) reported higher levels of participation than union non-leaders (mean = 3.70; stepdown  $F(1, 69) = 32.88, p < .013$ ). Volunteer leaders (mean = 5.62) also reported higher participation levels than volunteer non-leaders (mean = 4.80; stepdown  $F(1, 174) = 34.47, p < .013$ ). All three of these results were predicted. Contrary to expectations, union non-leaders (mean = 3.70) and volunteer non-leaders (mean = 4.80) did not differ on participation.

#### **Discussion**

This study investigated the feasibility of comparing union and voluntary organizations as a means of obtaining information on both types of organizations. The results presented here suggest this is a viable approach. The two organizations differed on leadership with volunteer leaders perceived as higher in transformational leadership than union leaders. Volunteers reported higher levels of psychological involvement and commitment than union members. Associations between transformational leadership and psychological involvement, commitment, and participation found in previous research

were also found in this study. The same types of associations appeared to exist within the voluntary sample except for participation. Members of both types of organizations reported moderate to high levels of humanistic and Marxist work beliefs, although union members reported higher levels of Marxist work beliefs while volunteers expressed stronger humanistic work beliefs. Both organizations reported similar levels of inter-role conflict. These results are discussed in greater detail below.

### Leadership

Leadership is an important variable for organizations. Transformational leadership, in particular, is crucial in eliciting support from members through personal acceptance of an organization's values, goals, and behaviors (Bass, 1985). Both voluntary organizations (Saal & Knight, 1988) and unions (Catano, 1993) are plausible settings for transformational leadership research. Transformational leadership should exist in both organizations. Each organization expects its membership to put their organization ahead of their own personal interests. Leaders in voluntary organizations may be dependent on transformational leadership to entice their members' commitment and participation. Union leaders on the other hand, have the ability to reward their memberships indirectly through contract negotiations (wages, benefits, etc.) or to discipline them when they violate union policies. This study showed that members in a voluntary organization did perceive their leaders as being transformational leaders more so than the union members perceived theirs.

Transformational leadership is an important quality if shop stewards are to increase union commitment and participation through socialization of new members (Fullagar et al., 1992; Fullagar et al., 1994; Fullagar et al., 1995). Research with volunteer associations

have also identified the importance of social interactions (Latham & Lichtman, 1984) and members' identification with the voluntary organization's goals and values (Lydon & Zanna, 1990) for commitment to the organization. As expected, the higher levels of transformational leadership in the volunteer organization, and less socialization in the union, moderated the levels of involvement and commitment in both organizations.

Volunteers expressed higher levels of psychological involvement and commitment than did union members. Transformational leadership correlated positively with both psychological involvement and commitment in both organizations, but only with union participation.

This suggests that transformational leadership is crucial in eliciting member involvement, commitment, and participation in these organizations. The implications are clear: a greater emphasis must be put on developing transformational union leaders (including shop stewards). This approach, coupled with increased interactions (through informal socializing methods), may lead to increased psychological involvement in and commitment to the union. This type of intervention should become a priority for the union executive.

Intellectual stimulation, a sub-component of transformational leadership, correlated highly with the other sub-components of transformational leadership and could not be examined directly between both organizations. However, the relationships between it and other variables were similar to the composite measure of transformational leadership. This suggests that the component of intellectual stimulation is important in both volunteer organizations, and contrary to expectations, also in the union context (Fullagar et al., 1992; Fullagar et al., 1994). This is, however, somewhat speculative due to the high inter-correlations between the sub-components of transformational leadership.

Transactional leadership correlated highly with transformational leadership in both organizations. There was extensive overlap between these two leadership components which limited the confidence in the interpretation of transactional leadership. This result indicates a degree of common variance between the two types of leadership. Union non-leaders perceived their leaders to be higher in transactional leadership than their leaders perceived themselves. Interpretation of this result may be explained as union non-leaders seeing union leaders as providing a service in turn for their rank and file's loyalty. Union leaders may not recognize the existence of this transactionally styled leadership.

Researchers from various settings (e.g., unions, private organizations, and governments) should note the utility of voluntary organizations as viable settings in which to investigate leadership. Volunteer leaders are not chosen under the same organizational rules and policies that determine leaders in the traditional paid workforce (e.g., seniority and union membership). Leaders in the voluntary organization may provide an unbiased setting in which to study leadership.

### Work Beliefs

As expected, union members expressed higher levels of Marxist work beliefs than volunteers. Buchholz (1978) suggested that greater education may compensate for feelings of exploitation or lessen the possibility of exploitation. The union sample was more highly educated and should have reported lower levels of Marxist work beliefs than the volunteers. However, the difference in Marxist work beliefs between the two samples may have been greater if similar levels of education had been observed. The effects of higher educational levels on the level of Marxist work beliefs may have also been negated by the strong labour movement in Newfoundland.

Marxist work beliefs are associated with union commitment (Fullagar & Barling, 1989; Kelloway & Barling, 1993). In this study Marxist work beliefs were linked to psychological involvement and commitment in both the union and volunteer organizations. Leaders of both types of organizations may find this variable useful in attempts to increase levels of commitment and psychological involvement. These findings may not generalize to other provincial organizations besides Newfoundland as this province has the highest union density of the country (Meltz, 1989). Specifically, other provinces that are less supportive of labour may not show the same relationships between the Marxist work beliefs system and psychological involvement and commitment. Future research could focus on whether this relationship is localized or generalizable to other provinces.

Contrary to expectations volunteers did not report higher levels of humanistic work beliefs than the union members. Buchholz (1978) also found no difference in humanistic beliefs among white and blue collar workers, managers, and union officials. Buchholz (1978) also found some evidence that educated respondents were more humanistically oriented. He concluded that as the level of education increases, the more workers try to satisfy higher level needs. This was not supported in the present study; union members were more educated than the volunteers but reported similar levels of humanistic work beliefs. This casts doubt on the hypothesis that greater education presumably leads to greater fulfillment of higher level needs, at least within the union context. North Americans may hold similar levels of humanistic work beliefs regardless of educational level. However, humanistic work beliefs did predict psychological involvement and commitment in the voluntary organization. This result is not surprising considering that the voluntary organizations' goals, values, and behaviors are very consistent with

humanistic work beliefs. Volunteer leaders should focus on both Marxist and humanistic work beliefs as a way to increase organizational commitment and involvement. While union leaders may want to focus on Marxist work beliefs to increase, in the short term, psychological involvement and commitment in the union, the relatively high levels of humanistic work beliefs may provide other avenues for increasing involvement and commitment. Unions may wish to study whether they can make use of humanistic work beliefs to increase involvement and commitment. With a better educated workforce, the traditional Marxist work beliefs used currently may ring hollow. Other variables, like humanistic work beliefs, may have to be developed to attract union members.

Leaders of both organizations did not express higher levels of work beliefs than their respective memberships, as suggested by Buchholz (1978). The failure to find this difference may be due to the small sample size or strong overall union support reported by the union sample. Further effort should be directed at this particular question. An additional area of future research concerns the effect of work beliefs on union attitudes and in turn on pro-union voting behavior. Marxist (Barling, Laliberte, Fullagar, & Kelloway, 1990; Barling et al., 1991) and humanistic work beliefs (Barling et al., 1991) directly affect union attitudes and in turn pro union voting behavior which is important in the research of union certification drives, union involvement, and union commitment.

#### Psychological Involvement

Psychological involvement, in the union (Kelloway et al., 1995), proved to be a viable construct in this study. It achieved adequate reliabilities in both samples. Volunteers were more psychologically involved in their organization than union members were in theirs. Union members have lower levels of transformational leadership as well as fewer

opportunities for member socialization than volunteers; thus, the development of psychological involvement suffers for union members.

Union leaders and non-leaders did not differ in psychological involvement. This result may be a feature of the sample and should be examined in future research. It may reflect the fact that both leaders and non-leaders in NAPE were highly involved in their union. Similarly, volunteer leaders and non-leaders did not differ in involvement, but this was as expected. This variable appears to be an important construct for union research and supports the previous study's findings for this construct. Kelloway et al. (1995) found that the shop stewards in their study had higher levels of psychological involvement than rank and file members. The shop stewards in that study were highly involved in their union work. Psychological involvement did correlate with Marxist work beliefs, union commitment, and participation in the union. These correlations agree with those found by Kelloway et al. (1995) and show the generalizability of these associations across union populations. Psychological involvement may be a better predictor of participation in the union than union commitment (Kelloway et al., 1995). Focusing on transformational leadership qualities in shop stewards and increasing the quality and frequency of interactions (socialization) may be a way to increase psychological involvement.

Psychological involvement also correlated with commitment and both Marxist and humanistic work beliefs for volunteers. These correlations again suggest that psychological involvement may be an important variable in understanding voluntary leadership as well. Psychological involvement is intended to measure the degree of individual involvement ranging from 'institutional requirement' to 'chosen vocation'. This is crucial in determining the success of voluntary organizations. Kelloway et al.'s (1995)

conceptualization of psychological involvement may also provide a new and complementary attitude measure to assess commitment among volunteer leaders.

### Commitment

Commitment is a crucial variable in organizational survival (Barling et al., 1992; Torres et al., 1991). Volunteers were predicted to hold higher levels of commitment towards their organization than union members held toward their union. Results confirmed this prediction. There are two possible reasons for this difference.

First, union members may be required by legislation to join labour unions as part of the employment process. This was the case with this sample. This potentially leads to a sub-group within the union which may or may not support the union and its mandate. Lower commitment levels would be expected from such a sub-group. On the other hand, volunteers willingly join their organizations; this act of free volition may heighten resulting levels of commitment to the organization (Salancik, 1977; as cited in Barling et al., 1992).

Second, new member socialization is important for instilling the norms and behaviors of the organization or union (Barling et al., 1992; Gordon et al., 1980). Union members have fewer opportunities for interacting with their fellow union members in comparison to volunteers. Thus, lower commitment would be expected for union members. Recent research has already shown that interventions (Catano et al., 1994) based on union socialization and instrumentality led to short term increases in commitment levels. Increasing member interaction on a more permanent basis may permanently increase commitment levels as well.

As expected, union leaders were more committed to their union than their members. Union leaders often must face a potentially adversarial employer and must be

prepared for this when seeking union office. Those union leaders who do seek and achieve union office would be necessarily more committed. Volunteers, on the other hand, would not face this additional pressure when seeking elected office within their voluntary organization. Voluntary experience, especially leadership experience, would in all likelihood be looked upon favorably by an employing organization. The results support this argument as volunteer leaders and non-leaders did not differ on level of commitment.

Union leaders must maximize the opportunities for socialization to increase union commitment. Union members (rank and file) will benefit the most from more socialization (i.e., interactions between various members). Special efforts must be made to involve these members who may rarely participate in any union function. Special activities should be designated for such members in the hope that continued interaction and socialization may raise and maintain levels of union commitment.

For union members, transformational leadership, Marxist work beliefs, inter-role conflict, and psychological conflict correlated with various components of union commitment. This lends further validity to Barling et al.'s (1992) model which suggests that these variables are probable precursors to union commitment. For the volunteers, transformational leadership, Marxist work beliefs, humanistic work beliefs, inter-role conflict, and psychological involvement correlated with commitment to their organization. This suggests that Barling et al.'s commitment model may apply to other contexts and that it may provide a model to study possible precursors to voluntary commitment.

The effects of specific commitment components could not be examined due to the high inter-correlations between the sub-components. The high support for organized labour in Newfoundland may have influenced these high inter-correlations. Respondents

may have responded in a similar manner to all three sub-components due to their supportive beliefs.

### Participation

As expected, union leaders and voluntary leaders did not differ in participation levels. Leaders in both organizations are required to perform duties related to their leadership roles. Leaders of both organizations, again due to their leadership roles, must participate at higher levels than their respective members; this was confirmed. The volunteer non-leaders were expected to participate at higher levels than union members. The volunteer non-leader fills an active role while union non-leaders generally have less of a role to play. While a difference in the expected direction occurred, it was not statistically significant.

In Barling et al.'s (1992) model of union commitment, participation is one of the consequences of union commitment. Commitment predicts participation but the reverse is not considered to hold true; participation does not predict commitment (Fullagar & Barling, 1989). The present study confirmed the association between union commitment and participation as all three sub-components of commitment correlated with union participation. As expected, transformational leadership (Kelloway & Barling, 1993) and psychological involvement (Kelloway et al., 1995), in addition to commitment, also correlated with participation for union members. Psychological involvement is a separate but highly related construct to commitment, and this result indicates a potentially new variable in Barling et al.'s (1992) union commitment model. Participation may, in effect, be a consequence of psychological involvement as it is for union commitment. Future research should investigate this possibility.

Barling et al.'s (1992) commitment model was partially replicated in this study for volunteers. Commitment did correlate with participation; albeit attributable to the commitment sub-component of willingness to work for the organization. This suggests that participation could be conceived of as a consequence of commitment for volunteers as well. The association of willingness to work for the organization with voluntary participation mirrors previous research where the behavioural intent to participate is linked to value identification of the task and the ensuing commitment (Lydon & Zanna, 1990). None of the other study variables, or sub-components of commitment, correlated with volunteer participation. This result implies that either the other study variables do not influence volunteer participation or they have an indirect effect on participation by way of commitment. That question will need to be addressed in research on volunteer participation. Previous research has also identified other correlates of voluntary participation such as intrinsic motivations (Secrow, 1990) and task design (Lammar, 1991). Barkan et al.'s (1995) investigation on voluntary participation found numerous associated variables - congruence of ideology (various beliefs and attitudes), microstructural factors (making friends and local club membership), and organizational perceptions (legitimacy and effectiveness). These variables may play a mediating role with respect to voluntary participation. These variables should be included in future research on voluntary participation; along with the variables identified in this study.

#### Inter-Role Conflict

The premise put forward by Kelloway et al. (1995) that union involved individuals would express higher levels of inter-role conflict due to conflicting demands of family life and union duties was derived from research (Kopelman et al., 1983) which concluded that

work should never be studied without considering the impact of family and personal concerns. Contrary to expectations, both organizations reported low to moderate levels of inter-role conflict. There were no differences in inter-role conflict between or within each organization. Volunteers may experience less inter-role conflict as their families are better able to accept the nature and duties of a voluntary position. Opportunities for family involvement in volunteer activities are much greater than for union member families. Volunteers also have the option of terminating their volunteer status if experiencing inter-role conflict. These are not options for union members experiencing inter-role conflict. The low level of union inter-role conflict found here may be due to the support for labour in this particular province. Union family members may be more accepting of union related duties when they are themselves unionized or supportive of unions in general.

Kelloway et al. (1995) found that inter-role conflict positively correlated with psychological involvement but negatively with union commitment. The same relationships were expected for both the union and volunteer samples in this study. A positive correlation between inter-role conflict and psychological involvement was found for union members but not volunteers. This relationship indicates, despite the lack of inter-role conflict, that more psychologically involved union members may experience conflict between their family and union duties. Volunteers, on the other hand, did not show any relationship between psychological involvement and inter-role conflict. This possibly is due to the family acceptance of their volunteer commitment and their ability to terminate membership when conflict occurs. Unexpectedly, union loyalty appears to increase as inter-role conflict increases. This was not expected from previous union research. Again, the support for labour in this province may explain this apparent contradiction. Union

members may interpret inter-role conflict as a sign of union solidarity and thus express higher levels of commitment. Paralleling previous union research, volunteer loyalty negatively correlated with inter-role conflict. This supports the proposition that allows the assumption that inter-role conflict operates for volunteer commitment in the same manner as it does for union commitment. Further research is needed in this area to confirm the utility of this construct for both organizations.

#### Limitations of the Current Study

The present study has certain limitations which should be considered. First, both the size and locale of the samples reduced confidence in interpreting and generalizing the results. The union sample ( $N = 77$ ) was smaller than hoped for while the volunteer sample was somewhat higher ( $N = 212$ ). Union leaders and shop stewards were grouped in order to provide an adequately sized union leadership sample. The return rate was approximately three times higher for the volunteers (36.3%) as compared to the union sample (12.8%). These results indicate a possible difference between the two organizations on willingness to participate in this study. The samples were located on Canada's most northeasterly province, Newfoundland, which possesses its own distinct culture and may prevent generalizability to other settings. In particular, this province has the highest union density of the entire country (Meltz, 1989) which may produce higher levels of commitment, involvement, and participation for union members than the rest of the country. Second, high inter-correlations within the sub-components of two variables, transformational leadership and commitment, prevented their inclusion in subsequent MANOVA analyses. These inter-correlations also prevented the interpretation of resulting sub-component associations with any degree of confidence. Third, the post-hoc analyses in this study were

not orthogonal resulting in a degree of variance overlap. Again, this variance overlap may decrease the reliability of the findings. Finally, previous research indicated the importance of socialization in increasing individual involvement, commitment and participation. The results of this study agreed with these prior findings, however, this 'degree and type of socialization' was not empirically measured and demonstrated. This lack of quantification does not rule alternate explanations for the results.

#### Directions for Future Research

Future research should include a structural analysis of the investigated organizations by methods outlined by James and Jones (1976). Structural variables identified by such an analysis may help to explain some of the differences and similarities noted in the current study.

Additional research should be directed at the role played by transformational leadership in increasing union commitment and participation. Specifically, research should address the results of increasing transformational leadership among union leaders. In turn, socialization interventions that focus on utilizing transformational leadership qualities should be developed to increase membership involvement, commitment, and participation. Social linkages and membership interactions within the voluntary organization should be examined to determine if they equate with the socialization methods employed in the union interventions (Catano et al., 1994). Voluntary leaders may be able to develop further increases in commitment and involvement from similarly developed interventions.

Development of predictive modeling in each organization based on the studied variables (in particular, commitment and participation) may suggest the method in which these organizations function. Union research (Kelloway & Barling, 1993) has already

taken this direction, and an investigation of these findings in voluntary organizations may provide valuable information to voluntary leaders.

### References

Barling, J. (1988). Industrial Relations - A "Blind Spot" in the Teaching, Research and Practice of Industrial/Organizational Psychology. Canadian Psychology, 29, 103-108.

Barling, J., Fullagar, C., & Kelloway, E.K. (1992). The Union and Its Members: A Psychological Approach. Oxford: Oxford University Press.

Barling, J., Kelloway, K., & Bremermann, E.H. (1991). Preemployment Predictors of Union Attitudes: The Role of Family Socialization and Work Beliefs. Journal of Applied Psychology, 76, 725-731.

Barling, J., Laliberte, M., Fullagar, C., & Kelloway, E. K. (1990). Work and personal predictors of the intent to unionize. Unpublished manuscript.

Barkan, S.E., Cohn, S.F., & Whitaker, W.H. (1995). Beyond Recruitment: Predictors of Differential Participation in a National Antihunger Operation. Sociological Forum, 10, 113-134.

Bass, B.M. (1985). Leadership and Performance Beyond Expectations. The Free Press: New York.

Bruce, P.G. (1989). Political Parties and Labor Legislation in Canada and the U.S.. Industrial Relations, 28, 115-141.

Buchholz, R.A.(1978). An Empirical Study of Contemporary Beliefs About Work in American Society. Journal of Applied Psychology, 63, 219-227.

Campbell, J.P., Daft, R.L., & Hulin, C.L. (1982). What To Study: Generating and Developing Research Questions. CA: SAGE Publications.

Catano, V.M. (1993). Exploring the Culture of Union Leadership through Quantitative Analysis. Symposium presentation to the American Psychological Association, Toronto, Ontario.

Catano, V.M., Cole, G.K., & Hebert, N. (1994). Can Union Commitment be Developed? A Quasi-Experimental Analysis. Paper presented at the APA/CULMA Conference, Detroit, Michigan, May, 1994.

Catano, V.M., Pretty, G.M.H., Southwell, R.S., & Cole, G. (June, 1993). Psychological Sense of Community as an Antecedent of Organizational and Union Commitment: Considering Dual Allegiance as an Epiphenomenon. Invited paper. International Workshop on Comparative Research on Union Commitment, Amsterdam, The Netherlands.

Conger, J.A., & Kanungo, R.N. (1992). Perceived Behavioral Attributes of Charismatic Leadership. Canadian Journal of Behavioural Science, 24, 86-102.

Conger, J.A., & Kanungo, R.N. (1994). Charismatic leadership in organizations: perceived behavioral attributes and their measurement. Journal of Organizational Behavior, 15, 439-452.

Curtis, J.E., Grabb, E.G., & Baer, D.E. (1992). Voluntary Association Membership in Fifteen Countries: A Comparative Analysis. American Sociological Review, 57, 139-152.

Dailey, R.C. (1989). Understanding Organizational Commitment for Volunteers: Empirical and Managerial Implications. Journal of voluntary Action Research, 15, 21-31.

Dornstein, M., & Matalon, Y. (1989). A Comprehensive Analysis of the Predictors of Organizational Commitment: A Study of Voluntary Army Personnel. Journal of Vocational Behavior, 34, 192-203.

Freeman, R.B., & Medoff, J.L. (1984). What Do Unions Do? Basic Books, Inc.: New York.

Friedman, L., & Harvey, R.J. (1986). Factors of Union Commitment: The Case for a Lower Dimensionality. Journal of Applied Psychology, 71, 371-376.

Fullagar, C. (1986). A Factor Analytic Study on the Validity of a Union Commitment Scale. Journal of Applied Psychology, 71, 129-136.

Fullagar, C., & Barling, J. (1989). A Longitudinal Test of a Model of the Antecedents and Consequences of Union Loyalty. Journal of Applied Psychology, 74, 213-227.

Fullagar, C., Clark, P., Gallagher, D., & Gordon, M.E. (1994). A Model of the Antecedents of Early Union Commitment: The Role of Socialization Experiences and Steward Characteristics. Journal of Organizational Behavior, 15, 517-533.

Fullagar, C.J.A., Gallagher, D.G., Gordon, M.E., & Clark, P.F. (1995). Impact of Early Socialization on Union Commitment and Participation: A Longitudinal Study. Journal of Applied Psychology, 80, 147-157.

Fullagar, C., McCoy, D., & Shull, C. (1992). The Socialization of Union Loyalty. Journal of Organizational Behavior, 13, 13-26.

Gidron, B. (1983). Sources Of Job Satisfaction Among Service Volunteers. Journal of Voluntary Action Research, 12, 20-35.

Gordon, M.E., Philpott, J.W., Burt, R.E., Thompson, C.A., & Spiller, W.E. (1980). Commitment to the Union: Development of a measure and an examination of its correlates. Journal of Applied Psychology, 65, 479-499.

Gunderson, M. & Ponak, A. (1995). Future Directions For Canadian Industrial Relations. In M. Gunderson & A. Ponak (Eds.), Union-Management Relations in Canada (pp. 527-544). New York, NY: Addison-Wesley Publishers Limited.

Heidrich, K.W. (1990). Volunteers' Life-styles: Market Segmentation Based on Volunteers' Role Choices. Non-profit and Voluntary Sector Quarterly, 19, 21-31.

James, L.R., & Jones, P.J. (1976). Organizational Structure: A Review of Structural Dimensions and Their Conceptual Relationships with Individual Attitudes and Behavior. Organizational Behavior and Human Performance, 16, 74-113.

Kelloway, E.K., & Barling, J. (1993). Member's Participation in Local Union Activities: Measurement, Prediction, and Replication. Journal of Applied Psychology, 78, 262-279.

Kelloway, E.K., Catano, V.M., Carroll, A.E. (1995). Psychological Involvement in the Union: Development of a Measure. Paper presented at the 2nd International Conference on Emerging Union Structures. Stockholm, Sweden.

Kelloway, E.K., Catano, V.M., & Southwell, R.R. (1992). The Construct Validity of Union Commitment: Development and Dimensionality of a Shorter Scale. Journal Of Occupational and Organizational Psychology, 65, 197-211.

Klandermans, B. (1989). Union Commitment: Replication and Tests in the Dutch Context. Journal of Applied Psychology, 74, 869-875.

- Knoke, D. (1981). Commitment and Detachment in Voluntary Associations. American Sociological Review, 46, 141-158.
- Kopelman, R.E., Greenhaus, J.H., & Connolly, T.F. (1983). A Model of Work, Family, and Inter-role Conflict: A Construct Validation Study. Organizational Behavior and Human Performance, 32, 198-215.
- Ladd, R.T., Gordon, M.E., Beauvais, L.L., & Morgan, R.L. (1982). Union Commitment: Replication and extension. Journal of Applied Psychology, 67, 640-644.
- Lammers, J.C. (1991). Attitudes, Motives, and Demographic Predictors of Volunteer Commitment and Service Duration. Journal of Social Service Research, 14, 125-140.
- Latham, V.M., & Lichtman, C.M. (1984). Social linkages and Organizational Commitment in Voluntary Organizations. Social Behavior and Personality, 12, 165-170.
- Lipsig-Mumme, C. (1995). Labour Strategies in the New Social Order: A Political Economy Perspective. In M. Gunderson & A. Ponak (Eds.), Union-Management Relations in Canada (pp. 195-225). New York, NY: Addison-Wesley Publishers Limited.
- Lodahl, T.M., & Kejner, M. (1965). The Definition and Measurement of Job Involvement. Journal of Applied Psychology, 49, 24-33.
- Lydon, J.E., & Zanna, M.P. (1990). Commitment in the Face of Adversity: A Value Affirmation Approach. Journal of Personality and Social Psychology, 58, 1040-1047.
- Meltz, N.M. (1989). Interstate vs. Interprovincial Differences in Union Density. Industrial Relations, 28, 142-158.

Panitch, L., & Swartz, D. (1993). The Assault on Trade Union Freedoms: From Wage Controls to Social Contract. Garamond Press: Toronto.

Pearce, J. L. (1980). Apathy or Self-Interest? The Volunteer's Avoidance of Leadership Roles. Journal of Voluntary Action Research, 9, 85-94.

Porter, L.W., Steers, R.M., Mowday, R.T., & Boulian, P.V. (1974). Organizational Commitment, Job Satisfaction, and Turnover Among Psychiatric Technicians. Journal of Applied Psychology, 59, 603-609.

Pugh, D.S., Hickson, C.R., Hinings, C.R., & Turner, C. (1968). Dimensions of Organization Structure. Administrative Science Quarterly, 13, 65-105.

Reshef, Y. (1990). Union Decline: A View From Canada. Journal of Labour Research, 11, 25-37.

Rose, J.B., & Chaison, G.N. (1990). New Measures of Union Organizing Effectiveness. Industrial Relations, 29, 457-468.

Rose, J.B., & Chaison, G.N. (1996). Linking Union Density and Union Effectiveness: The North American Experience. Industrial Relations, 35, 78-105.

Saal, F.E. & Knight, P.A. (1988). Industrial/Organizational Psychology: Science and Practice. Belmont, CA: Wadsworth.

Salancik, G.R. (1977). Commitment and the control of organizational behavior and belief. In B.M. Staw & G.R. Salancik (Eds.), New Directions in Organizational Behavior (pp.1-54). Chicago: St. Clair Press.

Secrow, R.C. (1990). Volunteering and Values: An Analysis of Students' Participation in Community Service. Journal of Research and Development in Education, 23, 198-203.

Tetrick, L.E., Thacker, J.W., & Fields, M.W. (1989). Evidence for the Stability of the Four Dimensions of the Commitment to the Union Scale. Journal of Applied Psychology, 74, 819-822.

Thacker, J.W., Fields, M.W., & Tetrick, L.E. (1989). The Factor Structure of Union Commitment: An Application of Confirmatory Factor Analysis. Journal of Applied Psychology, 74, 228-232.

Torres, C.C., Zey, M., & McIntosh, W.A. (1991). Effectiveness in Voluntary Organizations: An Empirical Assessment. Sociological Focus, 24, 157-173.

Van Til, J. (1985). Voluntarism and Social Policy. Social Policy, 15, 28-31.

**Appendix A**

**Date:** \_\_\_\_\_

**TO: UNION MEMBERS**

**RE: UNION SURVEY**

This survey is intended to measure attitudes union members hold about their union involvement. The purpose of this study is to determine if similarities and/or differences exist between organizations consisting of voluntary memberships. The results may provide insight into voluntary organizations and suggest ways to improve levels of commitment and participation within these organizations. A summary of the findings will be made available to the union executive for distribution to the union membership.

Participation within this study is of a voluntary nature. All individual responses will be confidential and untraceable. Complete anonymity is guaranteed when a questionnaire is completed. In order to ensure anonymity, the respondents will be not be broken down into smaller groups that may allow identification of individuals. This study has received ethics approval prior to the surveys being mailed out. If there are questions concerning any aspects of this study please contact either of the persons listed below.

**PRINCIPAL INVESTIGATOR: MORGAN POND** [MSc student at Saint Marys University (902) 443 - 0465]

**THESIS SUPERVISOR: DR. V. CATANO** [Departmental Head of Psychology at Saint Marys University (902) 420 - 5845]

**ETHICS CHAIRPERSON: DR. L. METHOT** [Assistant Professor of Psychology at Saint Marys University (902) 420 - 5860]

If you choose to participate in this study please follow the instructions given before each section and complete all items contained within the questionnaire. After completion, please return this questionnaire by using the enclosed self-stamped envelope as soon as possible.

I look forward to your support. Thank you for your time and participation.

Sincerely,

Morgan Pond  
Enclosure

**Date:** \_\_\_\_\_

**TO: LION MEMBERS**

**RE: LION SURVEY**

This survey is intended to measure attitudes Lion members hold about their Lion involvement. The purpose of this study is to determine if similarities and/or differences exist between organizations consisting of voluntary memberships. The results may provide insight into voluntary organizations and suggest ways to improve levels of commitment and participation within these organizations. A summary of the findings will be made available to the Lion executive for distribution to the Lion membership.

Participation within this study is of a voluntary nature. All individual responses will be confidential and untraceable. Complete anonymity is guaranteed when a questionnaire is completed. In order to ensure anonymity, the respondents will be not be broken down into smaller groups that may allow identification of individuals. This study has received ethics approval prior to the surveys being mailed out. If there are questions concerning any aspects of this study please contact either of the persons listed below.

**PRINCIPAL INVESTIGATOR: MORGAN POND** [MSc student at Saint Marys University (902) 443 - 0465]

**THESIS SUPERVISOR: DR. V. CATANO** [Departmental Head of Psychology at Saint Marys University (902) 420 - 5845]

**ETHICS CHAIRPERSON: DR. L. METHOT** [Assistant Professor of Psychology at Saint Marys University (902) 420 - 5860]

If you choose to participate in this study please follow the instructions given before each section and complete all items contained within the questionnaire. After completion, please return this questionnaire by using the enclosed self-stamped envelope as soon as possible.

I look forward to your support. Thank you for your time and participation.

Sincerely,

Morgan Pond  
Enclosure

## Appendix B

---

**The following items refer to how the leaders within the membership are perceived. Please use the following scale to rate leadership perception. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE)**

---

	<u>SD</u>	<u>N</u>	<u>SA</u>	<u>SA</u>	<u>SA</u>
1. Union leaders give personal attention to union members who seem neglected.	1	2	3	4	5
2. Union leaders find out what union members want and try to help them get it.	1	2	3	4	5
3. Union members can count on union leaders to express their appreciation when union members do a good job.	1	2	3	4	5
4. Union leaders are satisfied when union members meet agreed upon standards for good work.	1	2	3	4	5
5. Union members earn credit with union leaders by doing their job well.	1	2	3	4	5
6. Union leaders treat each subordinate individually.	1	2	3	4	5
7. Union leaders make union members feel they can reach their goals without them if union members have to.	1	2	3	4	5
8. Union leaders' ideas have forced union members to rethink some of their own ideas which they had never questioned before.	1	2	3	4	5
9. Union leaders enable union members to think about old problems in new ways.	1	2	3	4	5
10. Union leaders have provided union members with new ways of looking at things which used to be a puzzle to them.	1	2	3	4	5
11. Union members think that union leaders are good models for them to follow.	1	2	3	4	5
12. Union members, who leaders are responsible for, are proud to be associated with those leaders.	1	2	3	4	5

	<u>SD</u>	<u>N</u>	<u>SA</u>		
13. Union members think that union leaders have a special gift of seeing what is important for them to consider.	1	2	3	4	5
14. Union members, who leaders are responsible for, have complete faith in those leaders.	1	2	3	4	5
15. Union members think union leaders encourage the points of view of all members.	1	2	3	4	5
16. Union members, who union leaders are responsible for, have a sense of mission which union leaders transmit to them.	1	2	3	4	5
17. Union members expect union leaders to tell them what to do to be rewarded for their efforts.	1	2	3	4	5
18. There is close agreement between what union leaders expect members to put into the group effort and what members can get out of it.	1	2	3	4	5
19. Union members expect what they want in exchange for supporting union leaders.	1	2	3	4	5
20. Union members negotiate with union leaders about what they can get from what they accomplish.	1	2	3	4	5
21. Union members expect union leaders to talk about special commendations and promotions for good work.	1	2	3	4	5
22. Union members expect union leaders to assure them that they can get what they personally want in exchange for their efforts.	1	2	3	4	5
23. Union members expect union leaders to show them how to get what they want after they decide what they want.	1	2	3	4	5

---

**The following items reflect feelings people have about work. Please circle your answer. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE)**

---

	<u>SD</u>	<u>N</u>	<u>SA</u>		
24. Work can be made meaningful.	1	2	3	4	5

	<u>SD</u>	<u>N</u>	<u>SA</u>		
25. One's job should give him a chance to try out new ideas.	1	2	3	4	5
26. The workplace can be humanized.	1	2	3	4	5
27. Work can be made satisfying.	1	2	3	4	5
28. Work should allow for the use of human capabilities.	1	2	3	4	5
29. Work can be a means for self-expression.	1	2	3	4	5
30. Work should enable one to learn new things.	1	2	3	4	5
31. Work can be organized to allow for human fulfillment.	1	2	3	4	5
32. Work can be made interesting rather than boring.	1	2	3	4	5
33. The job should be a source of new experiences.	1	2	3	4	5
34. The free enterprise system mainly benefits the rich and powerful.	1	2	3	4	5
35. The rich do not make much of a contribution to society.	1	2	3	4	5
36. The working classes should have more say in running society.	1	2	3	4	5
37. Workers get their fair share of the economic rewards of society.	1	2	3	4	5
38. Factories would be better run if workers had more of a say in management.	1	2	3	4	5
39. The work of the laboring classes is exploited by the rich for their own benefit.	1	2	3	4	5
40. Workers should be more active in making decisions about products, financing, and capital investment.	1	2	3	4	5
41. Wealthy people carry their fair share of the burdens of life in this country.	1	2	3	4	5
42. Management does not understand the needs of the worker.	1	2	3	4	5

	<u>SD</u>	<u>N</u>	<u>SA</u>
43. Workers should be represented on the board of directors of companies.	1	2	3 4 5
44. The most important work done in America is done by the laboring classes.	1	2	3 4 5

---

**The following items reflect the degree of psychological involvement people hold for their union. Please circle your answer. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE)**

---

	<u>SD</u>	<u>N</u>	<u>SA</u>
45. The major satisfaction in my life comes from my union work.	1	2	3 4 5
46. The most important things that happen to me involve my union work.	1	2	3 4 5
47. I'm really a perfectionist about my union work.	1	2	3 4 5
48. I live, eat, and breathe my union work.	1	2	3 4 5
49. I am very much involved in my union work.	1	2	3 4 5

---

**The following items refer to degree to which your union position conflict with your family life. Please use the following scale to rate your level of conflict. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE)**

---

	<u>SD</u>	<u>N</u>	<u>SA</u>
50. My union work schedule often conflict with my family life.	1	2	3 4 5
51. After union work, I come home too tired to do some of the things I'd like to do.	1	2	3 4 5
52. On the job I have so much union work to do that it takes away from my personal interests.	1	2	3 4 5

	<u>SD</u>	<u>N</u>	<u>SA</u>		
53. My family dislikes how often I am preoccupied with my union work while I am at home.	1	2	3	4	5
54. Because my union work is demanding, at times I am irritable at home.	1	2	3	4	5
55. The demands of my union position make it difficult to be relaxed all the time at home.	1	2	3	4	5
56. My union work takes up time that I'd like to spend with my family.	1	2	3	4	5
57. My union position makes it difficult to be the kind of spouse or parent I'd like to be.	1	2	3	4	5

---

**The following items 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)**

---

	<u>SD</u>	<u>N</u>	<u>SA</u>		
58. I talk up the union to my friends as a great organization to belong to.	1	2	3	4	5
59. There's a lot to be gained by joining the union.	1	2	3	4	5
60. Deciding to join the union was a smart move on my part.	1	2	3	4	5
61. Based on what I now know, 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 the company.	1	2	3	4	5
62. The record of the union is a good example of what dedicated people can get done.	1	2	3	4	5
63. I feel a sense of pride in being part of the union.	1	2	3	4	5
64. I am willing to put in a great deal of time to make the union successful.	1	2	3	4	5

	<u>SD</u>	<u>N</u>	<u>SA</u>		
65. If asked I would run for elected office in the union.	1	2	3	4	5
66. If asked I would serve on a committee for the union.	1	2	3	4	5
67. Every member must be willing to take the time and the risk of filing a grievance.	1	2	3	4	5
68. It is the duty of every member to keep his/her ears open for information that might be useful to the union.	1	2	3	4	5
69. It is every member's responsibility to see that the other members 'live up to' the collective agreement.	1	2	3	4	5
70. It is every member's duty to support or help another worker use the grievance procedure.	1	2	3	4	5

---

**The following items refer to degree to which you participate within your union. Please use the following scale to rate your level of participation. (1=YES 0=NO) OR (1= NEVER 3= SOMETIMES 5= ALWAYS)**

---

71. Do you hold an officer position within your union?	1 YES	0 NO	
72. Do you serve on a committees(s) within your union?	1 YES	0 NO	
73. Do you read union literature?	1 YES	0 NO	
74. Do you attend union meetings?	<u>N</u> 1	<u>S</u> 3	<u>A</u> 5
75. Do you vote in union elections?	<u>N</u> 1	<u>S</u> 3	<u>A</u> 5
76. Do you discuss union related matters with other union members?	<u>N</u> 1	<u>S</u> 3	<u>A</u> 5

**PLEASE TURN PAGE.**

**For this section, please complete the appropriate response as it applies to you:**

**1. Sex:** \_\_\_\_\_ Male \_\_\_\_\_ Female

**2. Age:** \_\_\_\_\_ years.

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

\_\_\_\_\_ Single                      \_\_\_\_\_ Separated/Divorced                      \_\_\_\_\_ Widowed  
\_\_\_\_\_ Married                      \_\_\_\_\_ Common Law

**4. Number of dependents** (Please check one of the following):

\_\_\_\_\_ None              \_\_\_\_\_ One              \_\_\_\_\_ Two              \_\_\_\_\_ Three  
\_\_\_\_\_ Four              \_\_\_\_\_ Five              \_\_\_\_\_ More than five

**5. What is the highest level of education you have completed?** \_\_\_\_\_.

**6. Please complete the following and reply:**

\_\_\_\_\_ I am now a shop steward and have been for \_\_\_\_\_ years.

\_\_\_\_\_ I have been a member of Nape for \_\_\_\_\_ years.

**7. Do you currently hold any position within the union?** \_\_\_\_\_ Yes \_\_\_\_\_ No

**What position do you currently hold within your union?** \_\_\_\_\_  
\_\_\_\_\_.

**8. What other positions have you held within your union?**

\_\_\_\_\_ Years 19\_\_ to 19\_\_

\_\_\_\_\_ Years 19\_\_ to 19\_\_

\_\_\_\_\_ Years 19\_\_ to 19\_\_

**9. How many hours per week (on average) do you spend on duties related to union activities?**

\_\_\_\_\_ Hours      \_\_\_\_\_ Does Not Apply

**10. How many of these hours are outside of your normal working hours (e.g., on your own time) ?**

\_\_\_\_\_ Hours      \_\_\_\_\_ Does Not Apply

**11. Are you presently a member of the Lions club?**

\_\_\_\_\_ Yes      \_\_\_\_\_ No

**Appendix C**

---

**The following items refer to how the leaders within the membership are perceived. Please use the following scale to rate leadership perception. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE )**

---

	<u>SD</u>	<u>N</u>	<u>SA</u>	<u>SA</u>	<u>SA</u>
1. Lion leaders give personal attention to Lion members who seem neglected.	1	2	3	4	5
2. Lion leaders find out what Lion members want and try to help them get it.	1	2	3	4	5
3. Lion members can count on Lion leaders to express their appreciation when Lion members do a good job.	1	2	3	4	5
4. Lion leaders are satisfied when Lion members meet agreed upon standards for good work.	1	2	3	4	5
5. Lion members earn credit with Lion leaders by doing their job well.	1	2	3	4	5
6. Lion leaders treat each subordinate individually.	1	2	3	4	5
7. Lion leaders make Lion members feel they can reach their goals without them if Lion members have to.	1	2	3	4	5
8. Lion leaders' ideas have forced Lion members to rethink some of their own ideas which they had never questioned before.	1	2	3	4	5
9. Lion leaders enable Lion members to think about old problems in new ways.	1	2	3	4	5
10. Lion leaders have provided Lion members with new ways of looking at things which used to be a puzzle to them.	1	2	3	4	5
11. Lion members think that Lion leaders are good models for them to follow.	1	2	3	4	5
12. Lion members, who leaders are responsible for, are proud to be associated with those leaders.	1	2	3	4	5

	<u>SD</u>	<u>N</u>	<u>SA</u>		
13. Lion members think that Lion leaders have a special gift of seeing what is important for them to consider.	1	2	3	4	5
14. Lion members, who leaders are responsible for, have complete faith in those leaders.	1	2	3	4	5
15. Lion members think Lion leaders encourage the points of view of all members.	1	2	3	4	5
16. Lion members, who Lion leaders are responsible for, have a sense of mission which Lion leaders transmit to them.	1	2	3	4	5
17. Lion members expect Lion leaders to tell them what to do to be rewarded for their efforts.	1	2	3	4	5
18. There is close agreement between what Lion leaders expect members to put into the group effort and what members can get out of it.	1	2	3	4	5
19. Lion members expect what they want in exchange for supporting Lion leaders.	1	2	3	4	5
20. Lion members negotiate with Lion leaders about what they can get from what they accomplish.	1	2	3	4	5
21. Lion members expect union leaders to talk about special commendations for good work.	1	2	3	4	5
22. Lion members expect Lion leaders to assure them that they can get what they personally want in exchange for their efforts.	1	2	3	4	5
23. Lion members expect Lion leaders to show them how to get what they want after they decide what they want.	1	2	3	4	5

---

**The following items reflect feelings people have about work. Please circle your answer. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE)**

---

	<u>SD</u>	<u>N</u>	<u>SA</u>		
24. Work can be made meaningful.	1	2	3	4	5

	<u>SD</u>	<u>N</u>	<u>SA</u>		
25. One's job should give him a chance to try out new ideas.	1	2	3	4	5
26. The workplace can be humanized.	1	2	3	4	5
27. Work can be made satisfying.	1	2	3	4	5
28. Work should allow for the use of human capabilities.	1	2	3	4	5
29. Work can be a means for self-expression.	1	2	3	4	5
30. Work should enable one to learn new things.	1	2	3	4	5
31. Work can be organized to allow for human fulfillment.	1	2	3	4	5
32. Work can be made interesting rather than boring.	1	2	3	4	5
33. The job should be a source of new experiences.	1	2	3	4	5
34. The free enterprise system mainly benefits the rich and powerful.	1	2	3	4	5
35. The rich do not make much of a contribution to society.	1	2	3	4	5
36. The working classes should have more say in running society.	1	2	3	4	5
37. Workers get their fair share of the economic rewards of society.	1	2	3	4	5
38. Factories would be better run if workers had more of a say in management.	1	2	3	4	5
39. The work of the laboring classes is exploited by the rich for their own benefit.	1	2	3	4	5
40. Workers should be more active in making decisions about products, financing, and capital investment.	1	2	3	4	5
41. Wealthy people carry their fair share of the burdens of life in this country.	1	2	3	4	5
42. Management does not understand the needs of the worker.	1	2	3	4	5

	<u>SD</u>	<u>N</u>	<u>SA</u>		
43. Workers should be represented on the board of directors of companies.	1	2	3	4	5
44. The most important work done in America is done by the laboring classes.	1	2	3	4	5

---

**The following items reflect the degree of psychological involvement people hold for their voluntary organization. Please circle your answer. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE)**

---

	<u>SD</u>	<u>N</u>	<u>SA</u>		
45. The major satisfaction in my life comes from my volunteer work.	1	2	3	4	5
46. The most important things that happen to me involve my volunteer work.	1	2	3	4	5
47. I'm really a perfectionist about my volunteer work.	1	2	3	4	5
48. I live, eat, and breathe my volunteer work.	1	2	3	4	5
49. I am very much involved in my volunteer work.	1	2	3	4	5
50. Most things in life are more important than my volunteer work.	1	2	3	4	5

---

**The following items refer to degree to which your Lions' position conflicts with your family life. Please use the following scale to rate your level of conflict. (1=STRONGLY DISAGREE 2=DISAGREE 3=NEUTRAL 4=AGREE 5=STRONGLY AGREE )**

---

	<u>SD</u>	<u>N</u>	<u>SA</u>		
51. My Lions work schedule often conflicts with my family life.	1	2	3	4	5
52. After Lions work, I come home too tired to do some of the things I'd like to do.	1	2	3	4	5

	<u>SD</u>	<u>N</u>	<u>SA</u>		
53. After work I have so much Lions work to do that it takes away from my personal interests.	1	2	3	4	5
54. My family dislikes how often I am preoccupied with my Lions work while I am at home.	1	2	3	4	5
55. Because my Lions work is demanding, at times I am irritable at home.	1	2	3	4	5
56. The demands of my Lions position make it difficult to be relaxed all the time at home.	1	2	3	4	5
57. My Lions work takes up time that I'd like to spend with my family.	1	2	3	4	5
58. My Lions position makes it difficult to be the kind of spouse or parent I'd like to be.	1	2	3	4	5

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

	<u>SD</u>	<u>N</u>	<u>SA</u>		
59. I talk up the Lions to my friends as a great organization to belong to.	1	2	3	4	5
60. There's a lot to be gained by joining the Lions.	1	2	3	4	5
61. Deciding to join the Lions was a smart move on my part.	1	2	3	4	5
62. Based on what I now know, and what I believe I can expect in the future, I plan to be a member of the Lions the rest of the time I volunteer.	1	2	3	4	5
63. The record of the Lions is a good example of what dedicated people can get done.	1	2	3	4	5

	<u>SD</u>	<u>N</u>	<u>SA</u>		
64. I feel a sense of pride in being part of the Lions.	1	2	3	4	5
65. I am willing to put in a great deal of time to make the Lions successful.	1	2	3	4	5
66. If asked I would run for elected office in the Lions.	1	2	3	4	5
67. If asked I would serve on a committee for the Lions.	1	2	3	4	5
68. Every member must be willing to take the time and the risk of attempting a new project.	1	2	3	4	5
69. It is the duty of every member to keep his/her ears open for information that might be useful to the Lions.	1	2	3	4	5
70. It is every member's responsibility to see that the other members 'live up to' the Lions charter.	1	2	3	4	5
71. It is every member's duty to support or help another member to provide his/her best effort.	1	2	3	4	5

---

**The following items refer to degree to which you participate within your Lions club. Please use the following scale to rate your level of participation. (1=YES 0=NO) OR (1= NEVER 3= SOMETIMES 5= ALWAYS)**

---

72. Do you hold an officer position within your Lions club?	1 YES	0 NO			
73. Do you serve on a committees(s) within your Lions club?	1 YES	0 NO			
74. Do you read Lions literature?	1 YES	0 NO			
75. Do you attend Lions meetings?	<u>N</u> 1	<u>S</u> 3	<u>A</u> 5		
76. Do you vote in Lions elections?	<u>N</u> 1	<u>S</u> 3	<u>A</u> 5		
77. Do you discuss Lion related matters with other Lions members?	<u>N</u> 1	<u>S</u> 3	<u>A</u> 5		

**For this section, please provide the appropriate response as it applies to you:**

**1. Sex:** \_\_\_\_\_ Male \_\_\_\_\_ Female

**2. Age:** \_\_\_\_\_ years.

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

\_\_\_\_\_ Single                      \_\_\_\_\_ Separated/Divorced                      \_\_\_\_\_ Widowed  
\_\_\_\_\_ Married                      \_\_\_\_\_ Common Law

**4. Number of dependents** (Please check one of the following):

\_\_\_\_\_ None              \_\_\_\_\_ One              \_\_\_\_\_ Two              \_\_\_\_\_ Three  
\_\_\_\_\_ Four              \_\_\_\_\_ Five              \_\_\_\_\_ More than five

**5. What is the highest level of education you have completed?** \_\_\_\_\_.

**6. Please complete the following and reply:**

\_\_\_\_\_ I am now a Lions executive and have been for \_\_\_\_\_ years.

\_\_\_\_\_ I have been a member of the Lions organization for \_\_\_\_\_ years.

**7. Do you currently hold any position within the Lions?** \_\_\_\_\_ Yes \_\_\_\_\_ No

**What position do you currently hold within your Lions club?** \_\_\_\_\_  
\_\_\_\_\_.

**8. What other positions have you held within your Lions club?**

\_\_\_\_\_                      Years 19\_\_ to 19\_\_

\_\_\_\_\_                      Years 19\_\_ to 19\_\_

\_\_\_\_\_                      Years 19\_\_ to 19\_\_

**9. How many hours per week (on average) do you spend on duties related to Lions activities?**

\_\_\_\_\_ Hours      \_\_\_\_\_ Does Not Apply

**10. How many of these hours are outside of your normal working hours (e.g., on your own time) ?**

\_\_\_\_\_ Hours      \_\_\_\_\_ Does Not Apply

**11. Are you presently a member of the Newfoundland Association of Public Employees (NAPE)?**

\_\_\_\_\_ Yes      \_\_\_\_\_ No

## Appendix D

**Supplemental Table - Summary of Survey  
Items\* for Union and Volunteer Respondents**

<b>Item Content</b>	<b>Union (%)</b>	<b>Vol. (%)</b>
<b><u>Executive/Shop Steward</u></b>	<b>(N= 75)</b>	<b>(N= 140)</b>
Yes	45.3	87.9
No	54.7	12.1
<b><u>Executive/Shop Steward for ? Years</u></b>	<b>(N= 72)</b>	<b>(N= 133)</b>
0 years	52.8	15.8
1-2 years	16.7	27.1
3-5 years	9.7	14.3
6 or more years	20.8	42.9
<b><u>Current Member</u></b>	<b>(N= 73)</b>	<b>(N= 199)</b>
Yes	100.0	99.5
No	0	0.5
<b><u>Member for ? Years</u></b>	<b>(N= 73)</b>	<b>(N= 195)</b>
0 -5 years	20.5	34.9
6 -10 years	28.8	23.6
11 -15 years	21.9	12.3
16 -20 years	16.4	11.8
21 -25 years	9.6	8.7
26 -30 years	1.4	6.2
31 -35 years	1.4	1.0
36 -40 years	0	1.5
<b><u>Currently Hold any Position</u></b>	<b>(N= 76)</b>	<b>(N= 208)</b>
Yes	56.6	63.0
No	43.4	37.0
<b><u>What Position</u></b>	<b>(N= 76)</b>	<b>(N= 208)</b>
Leadership Position	36.8	47.6
Non-Leadership Position	63.2	52.4
<b><u>What Other Positions</u></b>	<b>(N= 76)</b>	<b>(N= 191)</b>
No Other positions	68.4	25.1
One Other Position	9.2	10.5
Two Other Positions	13.2	13.6
Three or More Positions	9.2	50.8

---

<b><u>Hours Per Week on Duties</u></b>	<b>(N= 74)</b>	<b>(N= 202)</b>
0 -5 hours	35.1	43.6
6 -10 hours	10.8	22.3
11 -15 hours	0	8.4
16 -20 hours	1.4	4.0
21 -25 hours	0	1.0
26 -30 hours	0	1.0
Does Not Apply	52.7	19.8
<b><u>Hours on Own Time/Outside Work</u></b>	<b>(N= 71)</b>	<b>(N= 191)</b>
0 -5 hours	42.3	39.3
6 -10 hours	2.8	20.4
11 -15 hours	1.4	6.3
16 -20 hours	0	1.6
21 -25 hours	0	1.0
26 -30 hours	0	0.5
Does Not Apply	53.5	30.9
<b><u>Member of Both Organizations</u></b>	<b>(N= 76)</b>	<b>(N= 210)</b>
Yes	1.3	5.7
No	98.7	94.3

---

\* Excluding demographic and scale items.

### Appendix E

#### Within Cell Correlations with Standard Deviations on Diagonal (2x2 Manova - Leadership by Organization)

Variables	1	2	3	4	5	6	7	8
1. TRANF	.631							
2. COM	.499	.598						
3. PI	.383	.445	.763					
4. PART	.015	.256	.203	.875				
5. WBM	.060	.244	.339	.034	.594			
6. WBH	.142	.300	.118	-.089	.235	.514		
7. IRC	.033	.031	.218	.099	.125	-.171	.807	
8. TRANA	.361	.234	.310	-.094	.265	.168	.178	.740

TRANF = Transformational Leadership Scale; COM = Commitment to the Organization/Union Scale; PI = Psychological Involvement Scale; PART = Participation Index Scale; WBM = Marxist Work Beliefs Scale; WBH = Humanistic Work Beliefs Scale; IRC = Inter-Role Conflict Scale; TRANA = Transactional Leadership Scale.

**Within Cell Correlations with Standard Deviations on  
Diagonal (Post Hoc Manova - Union Leaders .vs. Union Non-Leaders)**

Variables	1	2	3	4	5	6	7	8
1. TRANF	.797							
2. COM	.542	.807						
3. PI	.483	.461	.794					
4. PART	.096	.340	.272	.927				
5. WBM	.081	.286	.374	-.097	.702			
6. WBH	-.048	.050	-.120	-.229	.270	.622		
7. IRC	.210	.313	.451	.259	.290	-.098	.899	
8. TRANA	.651	.434	.449	-.020	.320	.131	.297	.655

TRANF = Transformational Leadership Scale; COM = Commitment to the Organization/Union Scale; PI = Psychological Involvement Scale; PART = Participation Index Scale; WBM = Marxist Work Beliefs Scale; WBH = Humanistic Work Beliefs Scale; IRC = Inter-Role Conflict Scale; TRANA = Transactional Leadership Scale.

**Within Cell Correlations with Standard Deviations on  
Diagonal (Post Hoc Manova - Voluntary Leaders .vs. Voluntary Non-Leaders)**

Variables	1	2	3	4	5	6	7	8
1. TRANF	.549							
2. COM	.459	.488						
3. PI	.328	.452	.563					
4. PART	-.036	.205	.109	.728				
5. WBM	.044	.211	.131	.050	.295			
6. WBH	.293	.529	.089	-.002	.053	.215		
7. IRC	-.090	-.191	.058	.011	.009	-.077	.587	
8. TRANA	.233	.139	.151	-.081	.104	.068	.078	.595

TRANF = Transformational Leadership Scale; COM = Commitment to the Organization/Union Scale; PI = Psychological Involvement Scale; PART = Participation Index Scale; WBM = Marxist Work Beliefs Scale; WBH = Humanistic Work Beliefs Scale; IRC = Inter-Role Conflict Scale; TRANA = Transactional Leadership Scale.

**Within Cell Correlations with Standard Deviations on  
Diagonal (Post Hoc Manova - Union Leaders .vs. Voluntary Leaders)**

Variables	1	2	3	4	5	6	7	8
1. TRANF	.596							
2. COM	.556	.586						
3. PI	.477	.611	.779					
4. PART	.179	.252	.235	.820				
5. WBM	.101	.279	.328	-.073	.625			
6. WBH	-.039	.236	.093	-.083	.170	.434		
7. IRC	.111	.157	.201	.166	.115	-.151	.781	
8. TRANA	.317	.290	.331	-.075	.215	.122	.186	.709

TRANF = Transformational Leadership Scale; COM = Commitment to the Organization/Union Scale; PI = Psychological Involvement Scale; PART = Participation Index Scale; WBM = Marxist Work Beliefs Scale; WBH = Humanistic Work Beliefs Scale; IRC = Inter-Role Conflict Scale; TRANA = Transactional Leadership Scale.

**Within Cell Correlations with Standard Deviations on  
Diagonal (Post Hoc Manova - Union Non-Leaders .vs. Voluntary Non-Leaders)**

Variables	1	2	3	4	5	6	7	8
1. TRANF	.669							
2. COM	.445	.611						
3. PI	.286	.257	.745					
4. PART	-.129	.261	.171	.934				
5. WBM	.014	.203	.352	.152	.557			
6. WBH	.277	.356	.143	-.093	.306	.592		
7. IRC	-.041	-.097	.238	.038	.138	-.188	.836	
8. TRANA	.402	.178	.290	-.110	.326	.205	.170	.598

TRANF = Transformational Leadership Scale; COM = Commitment to the Organization/Union Scale; PI = Psychological Involvement Scale; PART = Participation Index Scale; WBM = Marxist Work Beliefs Scale; WBH = Humanistic Work Beliefs Scale; IRC = Inter-Role Conflict Scale; TRANA = Transactional Leadership Scale.