

**The Dimensionality, Antecedents and
Consequences of Union Commitment:
A Study of a Civil Service Union**

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September 9, 1990

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



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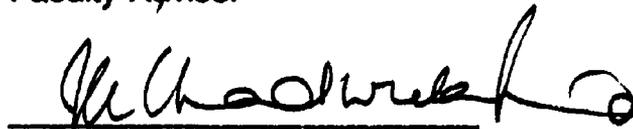
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Abstract

The Dimensionality, Antecedents and Consequences of Union Commitment: A Study of a Civil Service Union

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The study explores the dimensionality, antecedents and consequences of union commitment using a 13-item version of the Gordon, Philpot, Thomas & Spillier (1980) Union Commitment Scale. Data were gathered through a survey of members of a civil service union in eastern Canada (n=914). The study replicates the findings of Kelloway and Catano (1990) and as such supports the construct validity of a three oblique factor structure of the Union Commitment Scale comprising Loyalty to the Union, Willingness to Work for the Union and Responsibility to the Union. A proposed model of antecedent and outcome variables of union commitment was supported. In testing the antecedent component of the model, union related variables emerged as better predictors of union commitment than either demographic or work related variables. Through further analysis, sex of the respondent emerged as a moderator in this relationship. Additionally, the data supported an outcome component in that union commitment acted as a useful predictor of strike propensity, willingness to undertake militant action and instrumentality in the form of union participation.

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The Dimensionality, Antecedents and Consequences of Union Commitment: A Study of a Civil Service Union

At its foundation, industrial-organizational (I/O) psychology strives to understand human behaviour as it relates to the workplace. Between 1980 and 1985, the proportion of the non-agricultural workforce that was unionized ranged from 37.6% to 40.0% (Barling, 1988). With this in mind it would seem prerequisite for an industrial-organizational psychologist to gain insight into industrial relations through union research. The purpose of the study is to examine the construct of union commitment and its antecedents and outcomes in a unionized setting. Further, the study will probe the psychometric properties of an abbreviated version of the Gordon, Phipps, Thomas and Spiller (1980) Union Commitment Scale.

Several researchers have noted that since the period of "The Golden Decade" in the 1950s, there has been a shortage of psychological research surrounding industrial relations (Barling, 1988; Hartley & Kelly, 1986; Huszycz, Wiggins & Currie, 1984; Strauss, 1977). Some authors have suggested that this "blind spot" in the literature may be due to a combination of opposition by either management or organized labour or both (Barling, 1988; Hartley & Kelly, 1986). In summary, psychologists have not adequately communicated their research results to union officials/members

and consequently, unions have shown little interest in collaborating with psychologists. Freeman & Medoff (1984) point out that union research can serve a useful purpose in our understanding of organizational behaviour in so far as organizational artifacts of unionization can be demonstrated between unionized and non-unionized workers.

The recent literature suggests that the area of industrial relations has been the recipient of renewed interest on the part of I/O psychologists and industrial relations scholars (Conlon & Gallagher, 1987; Gordon, Beauvais & Ladd, 1984; Gordon, Philpot, Burt, Thompson, & Spiller, 1980; Hartley & Kelly, 1986; Kelloway & Catano, 1990). The rationale behind this rapprochement is summarized by Gordon and Nurick (1981) who contend that any quest to understand organizational behaviour is incomplete without the examination of unions.

The issue of commitment to the union is beginning to receive much needed research attention (Angle & Perry, 1988; Brooke, Russell & Price, 1988; Conlon, Gallagher, 1987; Friedman & Harvey, 1986; Fukami & Larson, 1984; Fullagar, 1986; Gordon, et al., 1980; Kelloway & Catano, 1990; Mowday, R.T. Steers & Porter, 1982; Steers, 1977; Thacker, Fields

& Teirick, 1989). The study of union commitment has emerged from the wealth of research conducted on organizational commitment.

Organizational Commitment

More often than not, the traditional mode of investigation into commitment by industrial/organizational psychologists has referred to organizational commitment. Currently the measurement of choice and greatest frequency for organizational commitment researchers is the Organizational Commitment Questionnaire (OCQ). The OCQ, developed by Porter and Smith (1970) defines organizational commitment as "the relative strength of an individual's identification with the involvement in a particular organization" (Porter, Steers, Mowday & Boulian, 1974. p.604). This identification with the organization is characterized by a strong belief in and acceptance of the organization's goals and values; a willingness to exert effort for the organization; and desire to maintain membership in the organization.

Mowday, Steers & Porter (1979) tested the OCQ across nine independent samples. The OCQ displayed mean levels of commitment ranging from 4.0 to 6.1 and standard deviations that exhibited adequate

distribution of responses within samples. As evidence of its convergent validity, Mowday et al. (1979) point out that the OCQ was successfully correlated with the Sources of Organizational Attachment Questionnaire (.63 < r < .74), employees' behavioural intentions to remain (.31 < r < .38, Steers, 1977), motivational force to perform and intrinsic motivation (.35 < r < .45), and supervisor ratings (r = .60). Discriminant validity was moderately supported when correlated with a measure of job involvement, three measures of career satisfaction and the Job Descriptive Index. Normative data for the OCQ have upheld its predictive validity for both males and females. Mowday et al. (1979) further concluded that measuring organizational commitment could also serve as useful predictor of behaviour such as turnover. A comprehensive literature review of the psychometric properties of the OCQ can be found in Cook, Hepworth, Wail & Warr (1981).

Steers (1977) investigated the antecedents and outcomes of organizational commitment. Through multiple regression, he tested three antecedents of organizational commitment, namely: personal characteristics (age, education, need for achievement), job characteristics (job challenge, opportunities for interaction, and feedback), and work experiences (attitude toward the organization, organizational dependability, realization of

expectations within the organization) and found that they accounted for 65% of the variance in commitment. Further, in testing the consequences of organizational commitment, Steers noted that organizational commitment correlated most strongly with three variables: desire to remain with the organization ($r=.44$, $p<.001$), intent to remain in the organization ($r=.31$, $p<.001$) and turnover ($r=-.17$, $p<.01$). The quest for a better understanding of organizational commitment served to set the stage for subsequent inquiry into union commitment.

Union Commitment: Its Dimensionality

A year following the publication of Mowday et al.'s (1979) research, inquiry into the issue of union commitment began. The first sign of psychometric research devoted to the construct of union commitment appeared in Gordon, Philpot, Thomas & Spiller's (1980) bench mark study in which they tested a 48 item measure Union Commitment Scale (UCS). The UCS was composed of items from the OCQ (the word *union* was substituted for the word *organization*) along with statements elicited from union men and women in interviews where they were asked to describe characteristic feelings, beliefs and actions of committed union members.

Through factor analysis using the minres solution with varimax rotation of a data set based on 1377 nonprofessional, white collar members of an international union, Gordon and his colleagues were able to reveal four orthogonal dimensions of union commitment which could be best tapped by a 30 item scale. The four dimensions were: Union Loyalty—the strongest dimension (accounting for 39% of the common variance), operationalized as "...a sense of pride in the association with the union,...[and an] awareness of benefits accruing to the individual stemming from membership union loyalty" (p.485); Responsibility to the Union—"...the degree of willingness to fulfil the day-to-day obligations and duties of a member in order to protect the interests of the union" (p.485) accounted for 17% of the variance; Willingness to Work for the Union—"...member's readiness to do special work for the union...above and beyond the call of duty"—accounted for 19% of the common variance (p.485); and Belief in Unionism—"member's belief in the concept of unionism" (p.487)—accounted for 13% of the variance. Although suggesting that the four dimensions were orthogonal, Gordon et al. did not provide inter-factor correlations.

In addition, Gordon et al. (1980) demonstrated that socialization experiences with co-workers during the first year in the union served as the

best predictors of Union Loyalty and Belief in Unionism. The remaining two dimensions, Responsibility to the Union and Willingness to Work for the Union, were best predicted by previous union related activities. That is, union members who performed a duty for the union on a previous occasion(s) were more likely to provide service to the union on a later occasion.

Since its formulation, Gordon et al.'s (1980) measure of union commitment has undergone psychometric testing, retesting, updating and abbreviating. A subsequent study by Ladd and his colleagues employed the Gordon et al. (1980) commitment to union scale on a sample of professional and nonprofessional union members. Their findings replicated the four dimensions observed earlier by Gordon et al. (Ladd, Gordon, Beauvais, & Morgan, 1982).

Conducting a study with 465 utility company blue-collar workers, Thacker, Fields & Tetrick (1989) employed Confirmatory Factor Analysis to test the Gordon et al. factor structure. Once again a four factor structure was obtained, but this time an oblique factor structure best fit the data with "...moderate to strong correlations among the four factors (p.231) Thacker

et al. commented that "the best results were obtained when we allowed the four factors to be correlated (p.231). Tetrick, Thacker & Fields (1989) were able to replicate these findings with a sample of 208 unionized employees of a large utility company over an eight month period.

Friedman and Harvey (1986) sought a more parsimonious measure of union commitment. Here, the original Gordon et al. 48 item data matrix was re-analyzed by using the LISREL VI computer program (Jöreskog & Sörbom, 1986) to "...obtain unrestricted maximum likelihood factor analysis solutions for models of differing dimensionality" (p.372). The finding of two oblique factors—Union Attitudes and Opinions and Prounion Behavioural Intentions ($r=.37$) contained in a 20-item scale supported their hypothesis that a more parsimonious representation of the questionnaire could be implemented in union commitment research. They ruled out the need for conducting further analyses in search of a single, general factor by stating that the two factors were "...easily interpreted in simple-structure terms and because they are theoretically meaningful" (p.374).

Fullagar & Barling (1990), analyzed data from a 28 item union commitment measure by examining the factor loadings of the four factor and

two factor models. Through post hoc examinations of the adapted indices, they concluded that a general factor--General Union Commitment fitted the data best.

Kelloway and Catano (1990) were interested in applying confirmatory factor analysis to test the dimensionality of the 20 and 30 item union commitment scales. To this end, they tested the competing models through two independent samples to see which fitted the data best. Sample 1 was drawn from over 630 unionized university employees, while Sample 2 was drawn from a pool of 6000 unionized airline employees nationally affiliated with the Canadian Labour Congress. Responses were obtained from approximately 229 (36% response rate), and 551 (9% response rate), respectively. Sample 1 received Gordon et al's (1980) 30 item union commitment scale, while Sample 2 received Friedman and Harvey's (1986) 20 item variation of the union commitment scale. Kelloway and Catano compared the relative fit of all models that had been suggested in the literature for each of the two data sets. Specifically, they contrasted models consisting of one factor on which all items were expected to load (Mellor, 1990), two oblique factors as defined by Friedman and Harvey (1986), the four orthogonal factors originally suggested by Gordon et al. (1980) and four

oblique factors suggested by Tetrick et al. (1989). In addition, Kelloway and Catano also examined the influence of a possible method factor by positing a model consisting of a fifth, second-order factor comprised of all negatively worded items.

Using maximum likelihood estimation as implemented in LISREL VI (Jöreskog & Sörbom, 1986), Kelloway and Catano concluded that the five factor structure provided the best fit. The method factor consisting of the negatively worded items was completely confounded with the Belief in Unionism dimension. Removing these negatively worded items resulted in a 13-item commitment to union scale comprising three separate dimensions: Loyalty to the Union, Willingness to Work for the Union and Responsibility to the Union. Kelloway and Catano suggested that it would be more appropriate for future researchers to utilize the 13-item scale so as to avoid the influences of construct irrelevant covariance. A major limitation of the Kelloway and Catano study was the very low response rate in Sample 2. This raises questions about the generalizability of their findings and requires an independent replication of the study.

At best, confirmatory factor analyses provide limited information concerning the construct validity of a measure. The present inquiry will also attempt to demonstrate that correlations between a resultant factor structure and external variables conform to theory based predictions. For union commitment two such variables are members' satisfaction with, or support for, the union (Klandermans, 1989) and participation in union activities (Gordon, et al., 1980; Klandermans, 1989). Previous research suggests that Union Loyalty will correlate most strongly with measures of union satisfaction or support (Klandermans, 1989). The measures of members' participation are expected to correlate most strongly with Willingness to Work for the Union. More specifically, Willingness to Work for the Union should correlate strongly with measures of holding union office, serving on union committees, meeting attendance, voting in union elections, and filing grievances. These activities are the most commonly studied measures of participation in union activities (Spinrad, 1966).

While previous research has identified likely correlates of Union Loyalty and Willingness to Work for the Union, interpretation of the Responsibility to the Union dimension has been ambiguous at best. Accordingly, the study will also examine the correlations of the three union

commitment sub-scales with three measures: responsiveness to the membership (Chacko, 1985), extrinsic priorities (Chacko, 1985) and strike propensity (Martin, 1986; McKelvie, 1987). These variables were chosen specifically to examine the meaning of the Responsibility to the Union sub-scale.

One of the basic goals of unions is to improve the extrinsic working conditions of the members; indeed North American unions have adopted this goal to the virtual exclusion of concern for intrinsic working conditions (Barling, Fullagar, & Kelloway, in press). Accordingly, it is hypothesized that support for the extrinsic goals of labour unions will be related to Responsibility to the Union. Secondly, a sense of Responsibility to the Union will be associated with a belief that the union itself was responsive to its members by involving the rank-and-file in union governance. Finally, Responsibility to the Union will be associated with the individual's willingness to go on strike in support of union demands. While strikes are often seen as dramatic actions, the willingness of individual members to strike in support of bargaining demands is one of the most basic requirements of union membership and, thus, is logically associated with a sense of responsibility to the Union.

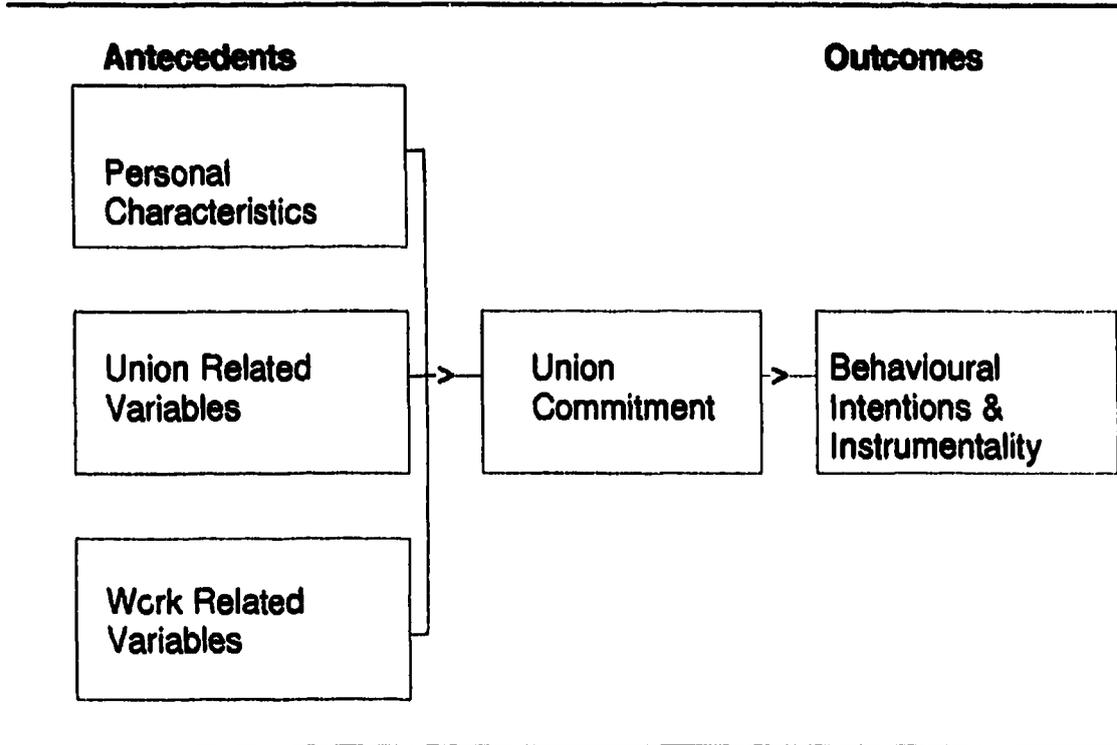
In summary, the present inquiry will attempt to replicate the results from Kelloway and Catano (1990) using the shortened version of the Commitment to Union Scale. To this extent, the present investigation will provide a litmus for the three factor dimensionality of the construct of union commitment within a new context.

Antecedents and Consequences of Union Commitment

It has been argued that to a large degree, scholarly pursuit of the psychological processes of union commitment has grown out of the research on organizational commitment (Fullagar & Barling, 1989; Gordon & Ladd, 1990; Fullagar, 1986). Nevertheless, with more research lending support to the construct of union commitment, there has emerged some interest into its potential antecedents and consequences. The present proposed model of the antecedent and outcomes of union commitment are derived from the plethora of research conducted on organizational commitment along with the growing literature on commitment to the union. The model depicted in Figure 1 is comprised of antecedents and outcomes of the union commitment variable. The rationale behind the development of the model is provided below.

Figure 1

Proposed Model of the Antecedents and Outcomes of Union Commitment



Antecedents of Union Commitment

The proposed antecedents consist of personal characteristics, union related variables and work related variables. This section will examine the body of literature supporting the antecedent components of the proposed model:

Personal Characteristics

Since the early days of research into organizational commitment, demographic or personal variables have been tested for their relationships to commitment (Brown, 1969; Hall, Schneider & Nygren, 1970; Hrebiniak, 1974; Lee, 1971; Mowday, Porter & Steers, 1982; and Steers, 1977). In general, associations have been found between unionism and demographic variables such as sex, age, tenure, education along with other demographic variables (Fiorito, Gallagher & Greer, 1986). Interest in exploring possible relationships between personal characteristics and unionization surfaced in subsequent research on union commitment (Barling, Wade & Fullagar, 1990; and Gordon et al, 1980).

During the development and testing of the union commitment scale, Gordon et al (1980) deemed it necessary to examine whether the scale was related to demographic indicators. They noted that sex was positively associated with Union Loyalty ("...females tended to have higher Union Loyalty than males... p.489) and negatively correlated with Willingness to Work for the Union and Responsibility to the Union. These findings were supported recently by Thacker, Fields and Barclay's (1990) investigation of the antecedent and outcome factors of union commitment in that sex was a significant predictor of the Responsibility to Union and Willingness to Work for the Union subscales. Again, men tended to be more willing to take responsibility for the union and work on behalf of the union.

As outlined above, tenure has surfaced as a positive correlate of commitment to the organization (Mowday, Porter & Steers, 1982). Barling, Wade & Fullagar (1990) investigated whether such a relationship could be realized with union commitment. In a study of 100 members of a white-collar union examined they found that tenure functioned as a significant positive predictor of commitment to the union.

Even though previous research has discovered statistically significant relationships between commitment and personal characteristics, only a dearth of literature exists pertaining to these in the context of union commitment (Thacker et al., 1990). Nevertheless, some authors have suggested that personal characteristics should be explored as potential predictors of union commitment (Fukami & Larson, 1984). With this in mind, eight personal characteristic variables, namely, Sex, Age, Education, Marital Status, Income, Tenure, Number of Children and Dependents will be tested for associations with union commitment. To this extent, the model proposes that personal characteristics will act as antecedent to the construct of commitment to the union.

Union Variables

As a prelude to research into the antecedents and outcomes of union commitment, validation research has linked theoretically related variables to the construct. Some authors have stressed the need to gain a better understanding of union commitment through variables more unique to unionization (Barling & Wade, 1990). With this in mind, the model hypothesizes that union variables will serve as the best predictors of union commitment. This component of the model has at its foundation the growing

body of literature which lends support to the use of unionization based variables in union research.

One example of this literature is Thacker et al.'s (1990) study of the multidimensional construct of union commitment which raises the question of whether union related variables acted as antecedents of the construct of union commitment. In this study, they proposed that union commitment could be predicted by the perceived behavioural components of national and local union mission fulfilment, steward and chief steward accessibility and officer accessibility. This proposal was based on the hypothesis that if the membership believes the union is instrumental in meeting its needs, the membership will tend to manifest greater levels of commitment to the union.

Collecting data from 451 unionized employees of a mid-western communication company, they found that national and local mission fulfilment, and chief steward and officer accessibility served as useful predictors of Loyalty to the Union. Further, chief steward accessibility functioned as an predictor of Responsibility to the Union while Willingness to Work for the union was significantly predicted by national and local mission fulfilment. Thacker and his colleagues draw parallel comparisons

from these results with those obtained by Steers (1977) in which employee need fulfillment by the company successfully predicted commitment to the organization. That is to say, just as one might expect that fulfillment of employee needs by the company results in greater commitment to the company, fulfillment of rank-and-file needs by the union might very well increase levels of commitment to the union.

The Thacker et al. (1990) study communicates the importance of membership perceptions of union instrumentality in fostering commitment to the union. This conceptualization is not foreign to commitment research. In their early work on the development of the union commitment scale, Gordon et al. (1980) have stated that instrumentality of the union to meet relevant member needs is an important source of union loyalty.

This line of thought is supported by Fullagar & Barling's (1989) investigation of the predictors and outcomes of union loyalty. In a study of 169 black and 139 white members from one of the largest multiracial unions in South Africa, they underscored the importance of perceived union instrumentality as a determinant of union loyalty. In addition, they noted that extrinsic job dissatisfaction significantly predicted loyalty to the union.

Although the current inquiry does not examine a single measure called mission fulfillment, union instrumentality is tapped through measurements of rank-and-file attitudes toward the union and its perceived instrumentality. The model contains six measures categorized as union variables that serve as proposed sources of union commitment: Attitude Towards the Union, Extrinsic Bargaining Priorities, Responsiveness to Membership, Perception of Union Power, Perception of Union Service and Union Satisfaction. These variables have been utilized in previous research conducted in the context of unionization and have demonstrated theoretical and conceptual appropriateness (Chacko, 1985; Glick, Mirvis & Harder, 1977; Martin, 1986)

A seventh variable, Knowledge of the Collective Bargaining Process is proposed by the model on theoretical and conceptual grounds. Conceptually, the rationale for the inclusion of collective bargaining awareness in the model emerged out of discussions with the Education Committee of the union under study. They suggested that any examination of unionization would be incomplete without assessing collective bargaining awareness by the rank-and-file. This line of thought is congruent with Gordon et al.'s (1980) findings. They found that a variable which they called Knowledge of the Union Contract was a useful predictor of the union

commitment dimension Willingness to Work for the Union. As a result, a scale was developed in concert with the union's Education Committee to assess membership awareness of the collective bargaining process. The model proposes that collective bargaining awareness will act as a predictor of union commitment.

Work Related Variables

Early research on organizational commitment advocated the use of work related variables in commitment models (Buchanan, 1974; Grusky, 1966; Hrebiniak, 1974; Patchen, 1970; Porter et al, 1974). Steers (1977) work on predictors and consequences of organizational commitment revealed that work experiences could significantly predict commitment to the organization. Since the union commitment scale was cultivated by Gordon et al.'s (1980) reliance on the body of research surrounding organizational commitment, interest has emerged into possible associations between work related variables and union commitment. Researchers in the area of union commitment have demonstrated that work related or work-role variables can provide insight into the construct of union commitment (Fullagar & Barling, 1989; Gordon et al., 1980; Gordon, Beauvais & Ladd, 1984). For example, the variable of job satisfaction has been shown to be negatively related to

overall union commitment (Fullagar & Barling, 1989) and negatively correlated with the Willingness and Responsibility dimensions (Gordon, Philpot, Burt, Thompson & Spiller, 1980; Gordon, Beauvais & Ladd, 1984). As a result, job satisfaction will be tested as a predictor of commitment to the union.

Other work related experiences have been associated with commitment to the union. In a study of 114 employees of a large metropolitan unionized newspaper, a work related variable coined "social involvement" emerged as a predictor of union commitment (Fukami & Larson, 1984). Interest in social involvement at the work place has recently appeared in research into the construct of psychological sense of community (Pretty, McCarthy & Catano, 1991). This research has grown out of Golembiewski & Munzenrider's (1988) conceptualization in which psychological sense of community in the work place is seen as "a worker's sense of membership, collaboration, participation, sharing, interdependency, and identification with work or a work-related group" (p.47). In the context of the present study, social involvement in the work place as realized through psychological sense of community is offered as a predictor of union commitment.

One of the most fundamental responsibilities held by a union is to negotiate for improved working conditions on behalf of its membership. Brett (1980) suggests that negative working conditions often lead to frustration. She argues that "...employees' interest in unionization is triggered by real frustration in the workplace and strong beliefs that the way to remove that frustration is through collective action" (p.53). This argument is supported by Alutto & Belasco's (1974) conclusions that tensions related to the workplace are associated with prounion attitudes. Freeman & Medoff (1984) have pointed out that members of a union are more likely to speak out about their work problems and frustrations. Therefore, the model postulates a relationship between work conflict and union commitment. That is to say, since frustration in the workplace has been shown to be related to the need for collective action, the model predicts that work conflict will serve as a predictor of union commitment. Here, work conflict is defined as "...the extent to which a person experiences incompatible role pressures within the work domain" (Kopelman, Greenhaus & Connoly, 1983).

Feelings of personal conflict can arise from many sources. Kopelman et al. (1983) examined the phenomenon of interrole conflict where an individual finds him/herself subject to incompatible role pressures. McKelvie

(1987) cites the work of Bluen and Barclay (in press) which contends that interrole conflict may arise out of the competing demands placed on a worker related to their work and family. The example given refers to the demands placed on employees working shifts coupled with Involvement in the union. In this regard, the unionized worker might view the union as a release valve from the pressures of workplace demands and therefore manifest higher levels of union commitment. Although the union might be viewed as a pressure relief valve from the demands or work, involvement in the union may also place demands on the member. For these reasons, interrole conflict will be tested as a predictor of union commitment.

Consequences of Union Commitment

The outcome component of the model hypothesizes that union commitment will result in both attitudinal and behavioural consequences. The reasoning for this postulation is premised on previous research. This literature maintains that commitment of union members can result in positive outcomes for the union.

A case in point is Fullagar & Barling's (1989) longitudinal test of the consequences of loyalty to the union. Focusing on the dimension of union loyalty, they tested whether union commitment could successfully predict formal participation in union activities. The results supported their hypotheses for a consequent relationship. Their data demonstrated that union loyalty was a significant predictor of union participation and that this relationship was moderated by union instrumentality.

The Fullagar and Barling model served as a springboard for a study conducted by Thacker, Fields and Barclay (1990) surrounding the capacity of union commitment as a criterion variable. They investigated antecedent and outcome factors of union commitment. Specifically, their proposed model tested the usefulness of union commitment as a predictor for both behavioural and attitudinal outcomes. These behavioural and attitudinal variables represented various aspects of union participation. The behavioural outcomes under study included attendance at union meetings, union activity and member voting behaviour, while attitudinal variables comprised cognitive consideration in voting and member support for political action. Their findings provided support for a consequent model in that each of the behavioural and attitudinal variables were predicted by at least one of

the factors of union commitment. Therefore, union participation variables will be examined as outcomes of union commitment.

One of the union's greatest tools of leverage in the maintenance of faithful bargaining by management has been its capacity for strike behaviour. Nevertheless, strike behaviour is difficult to study unless it occurs and when it occurs. Since behavioural intentions are useful in predicting future behaviour (Fishbein & Azjen, 1975), Martin (1986) designed a scale to measure an individual's propensity to strike. After administering a questionnaire to 141 nonprofessional public school employees just prior to the conclusion of their contract, he illustrated that willingness to strike varied substantially among different strike goals. Using a modification of Martin's (1986) Propensity to Strike Scale, McKelvie (1987) looked at union commitment as a predictor of propensity to strike. This study was based on the results of a questionnaire administered to 44 unionized university technologists and technicians—41 males and 3 females. McKelvie concluded that strike propensity is best explained by the degree of loyalty, as measured by Gordon et al.'s (1980) union commitment sub-scale—Degree of Union Loyalty.

Since the results of the McKelvie study were based on a relatively small sample of subjects drawn from a blue-collar union, generalizability is at best limited. Additionally, the small sample size resulted in only three females being represented in the study. One of the aims of the present investigation will be to test McKelvie's conclusions within a larger sampling framework which includes a representative proportion of women. Therefore, propensity to strike will be examined as a viable outcome of commitment to the union.

In Martin's (1986) exploratory study of propensity to strike, he noted a relationship between the two newly measured variables of propensity to strike and militancy. Militancy, as revealed through the willingness of a member to engage in activities such as working to rule, rotating absences, defying the employer by participating in violence or creating chaos in support of the union, was shown to be related to striking for a high wage, faithful union participation to strike in support of the union. By contrast, militancy was not related to striking for the purpose of obtaining a low wage increase. Keeping in mind Martin's observed relationship between militancy and strike propensity, militancy will be tested as an outcome of union commitment for the current inquiry.

In summary, the model hypothesizes that union commitment will act as a useful predictor for behavioural outcomes and attitudinal Intentions. Specifically, union commitment will be positively associated with measures of strike propensity, militancy and union participation.

Hypotheses

The present study will investigate the dimensionality, antecedents and outcomes of union commitment:

Hypotheses I - *Dimensionality of Union Commitment*

A three oblique factor model comprising the dimensions of Loyalty to the Union, Willingness to Work for the Union, and Responsibility to the Union, will provide the best fit to the 13-item union commitment scale (Kelloway & Catano, 1990).

Hypotheses II - *Construct Validity of Union Commitment Dimensions and Conceptually Related Measures*

Assuming that the data will support a three dimensional representation of the Union Commitment Scale:

- a) members' satisfaction with, or support for, the union (Klandermans, 1989) and participation in union activities (Gordon, et al., 1980; Klandermans, 1989) will correlate with the resultant factor structure;**

- b) Union Loyalty will correlate positively and most strongly with measures of union satisfaction and support (Klandermans, 1989);**

- c) Willingness to Work for the Union will correlate positively with measures of holding union office, serving on union committees, meeting attendance, voting in union elections, and filing grievances; and**

- d) Responsibility to the Union will correlate positively with measures of union responsiveness to the membership (Chacko, 1985), extrinsic priorities (Chacko, 1985) and strike propensity (Martin, 1986, McKelvie, 1987).**

Hypotheses III: A Model of the Antecedents and Consequences of Union Commitment

- a) As depicted in Figure 1, the model will comprise two components: antecedents of union commitment and outcomes of the commitment measure:
- b) members perceptions of union fulfilment will predict union commitment (Thacker et al, 1990) while personal characteristics (e.g. sex) will moderate this relationship (Barling et al., 1990);
- c) union satisfaction will serve as a predictor of Loyalty to the Union (Klandermans, 1989);
- d) union participation will act as an outcome of union commitment (Thacker et al., 1990; Fullagar & Barling, 1989);

- e) union commitment will predict members' propensity to strike. That is, the higher the commitment to union, the greater the likelihood of strike propensity (McKelvie, 1987); and
- f) militancy on the part of union members will be an outcome of union commitment (Martin, 1986).

Method

Sample

Subjects for the present study were members of a civil service union in eastern Canada consisting of approximately 10,000 members. The union represents a wide spectrum of public service employees including clerical workers, medical service professional, educational instructors, trade workers and technicians. The vast majority of the membership would be described as white collar workers.

A random sample proportionate to size was drawn from the union membership list organized in 189 administrative units. Membership was

broken down into a matrix consisting of twenty-one (21) union locals each with nine (9) bargaining units. Local-bargaining unit cells within the membership matrix were categorized as either being small or large units. Small units were composed of thirty (30) or fewer members. Large units consisted of more than thirty (30). All members belonging to small local-bargaining unit cells (n=463) were sent questionnaires, while a random sample of twenty-five percent (25%) of those from large units was drawn (n=2237). This resulted in a total sample of 2700 from the membership.

Questionnaires were mailed out to the home addresses of respondents during the first week of September, 1990. The questionnaires were also accompanied by a covering letter from the President of the Union stating the nature of the survey (Appendix A) and a self-addressed postage paid return envelope. To ensure anonymity, no pre-determined identification coding schemes were implemented and all the questionnaires were identical.

By the end of November, 1990 (the cutoff date), 927 of the 2700 mailed questionnaires were returned. Of those, 914 questionnaires were usable, and 13 were incomplete, resulting in a response rate of 33.9%.

Table 1 summarizes the demographic variables comprising the data set. Based on the completed demographic information, 58% of the respondents were female and 42% male, reflecting the composition of the union. The respondents were relatively young with nearly 65% between the ages of 25 and 44 and with only 8% older than 55 years. The educational level of the sample was high with 65% reporting some type of education beyond grade 12 or Vocational school; nearly 45% attended university to various levels of completion. Over 94% reported their employment status as full-time, slightly more than 5% were part-time while less than 1% were laid off.

Questionnaire

Prior to drafting a questionnaire for the survey, several meetings were held with members of the union Executive and Education Committee to develop its contents. Once drafted, the questionnaire was circulated among members of the Education Committee for comments, suggestions and modifications. This process served the purpose of a quasi-pilot test of the questionnaire.

TABLE 1

Summary of Demographic Variables for the Sample

VARIABLE	%	N
<i>Sex</i>		
Male	42.0	861
Female	58.0	
<i>Age</i>		
<=24	3.0	910
25 - 34	30.5	
35 - 44	34.5	
45 - 54	24.0	
55 - 64	8.0	
<i>Education</i>		
Less than Grade 6	1.7	908
Less than Grade 9	12.7	
Less than Grade 12 and Vocational Training	7.8	
Grade 12	13.2	
Grade 12 and Vocational Training	.4	
Community College (not graduate)	10.1	
Community College (graduate)	7.5	
University (not graduate)	21.4	
University Degree	1.9	
Honours University Degree	5.4	
Post-graduate Study	6.9	
Post-graduate Degree	8.6	
University Diploma	.1	
Business College	.3	
Other Specified	2.7	
<i>Marital Status</i>		
Single (Never Married)	13.2	908
Single (Living with Partner)	5.5	
Married	70.9	
Divorced/Separated	8.7	
Widowed	1.7	
<i>Employment Status</i>		
Full-time	94.5	898
Part-time	5.3	
Lay off	.2	

The questionnaire (see Appendix B) included 154 items consisting of eleven demographic items including: sex, age, education, marital status, dependents, number of dependents, household income, full-time/part-time employment status, Union Local, Bargaining Unit Affiliation, and location of work site along with 13 measurement scales. Unless otherwise indicated, each item of the measurement scales were scored on a five point Likert-type scale ranging from strong agreement to strong disagreement. In the case of the measure of satisfaction, the anchors ranged from strong satisfaction to strong dissatisfaction. The scales employed in the questionnaire were as follows¹:

- 1) An 8 item version of the Rizzo, House, and Lirtzman (1970) 8 item Work Conflict Scale (WCS) modified by Kopelman, Greenhaus & Connolly (1983) which assesses the degree "...to which a person experiences incompatible role pressures within the work domain" (p.200). Computation of internal consistencies for Kopelman et al. and the current inquiry resulted in Cronbach alphas of .80 and .83 respectively;

¹ Each scale is listed along with the total number of items that it contains. For a more detailed description of the scales, refer to the cited authors.

- 2) **the 8 item Interrole Conflict Scale (ICS) which assesses the degree "...to which a person experiences pressures within one role that are incompatible with the pressures that arise within another role" (Kopelman et al., 1983, p.201). Alpha reached .89 in the Kopelman et al. study and .90 in the present context;**

- 3) **a modified 13 item version of the Gordon et al. (1980) Union Commitment Scale (UCS) as developed by Kelloway & Catano (1990). The UCS has been shown to be a reliable and valid measure of a union member's degree of association with the union, as well as the quality of involvement in the union. The 13 item UCS can be divided into three sub-scales which measure loyalty to the union, willingness to work for the union and responsibility to the union. Cronbach's alpha for the UCS and its dimensions has ranged from .79 to .92. Loyalty reflects a sense of pride in belonging to the union and an appreciation for the benefits of union membership. Willingness to Work for the Union refers to member's willingness to engage in activities above and beyond those required by all members. Responsibility to the Union indicates a member's willingness to undertake the day-to-day responsibilities of union membership. A calculation of Cronbach's**

internal consistency coefficient for the present data result in $\alpha = .90$ for the overall composite, $\alpha = .92$ for Loyalty to the Union dimension, $\alpha = .83$ for Willingness to Work for the Union and $\alpha = .82$ for the Responsibility to the Union subscale;

- 4) composite measures to assess the respondents' perceptions of the union and its instrumentality which included the following measures: Attitude Towards the Union, Extrinsic Bargaining Priorities, Perception of Union Power, Perception of Union Service to membership and Union Responsiveness to members. Each of these measures were comprised of 4 items. The Attitude Towards the Union assesses rank-and-file opinion of union governance ($\alpha = .87$, Martin, 1986). Extrinsic Bargaining Priorities tapped the union's role in issues of better wages, fringe benefits, job security and improving on-the-job health and safety ($\alpha = .81$, Chacko, 1985). Perception of Union Power examines the ability of the union to impact on election to public office, what laws are passed, employer respect and how the work place is run ($\alpha = .74$, Chacko, 1985). Perception of Union Service evaluates the role of the union in issues surrounding unfair labour practices, job security, wages and working conditions and providing services that make dues payment worthy ($\alpha = .76$, Chacko, 1985). Union Responsiveness to

Members explores the role of the union in giving members a say in union governance, keeping members abreast of union activities, handling members' grievances, and bargaining on its members behalf ($\alpha = .71$, Chacko, 1985). Within the context of the current sample, internal consistencies for each of the five measures of Attitude Towards the Union, Extrinsic Bargaining Priorities, Perception of Union Power, Perception of Union Service and Union Responsiveness to Members were .84 , .83, .74, .78 and .84 respectively;

- 5) the 7-item Union Satisfaction Scale (USS) developed by Glick, Mirvis & Harder (1977) assesses the extent to which the respondent is either satisfied or dissatisfied with the union. In previous studies, reliabilities for the USS ranged from .76 to .85 (Kelloway, 1987; Glick et al., 1977) while coefficient alpha was .86 for the present study;

- 6) the 12-item Sense of Community Index (SCI) (McMillan & Chavis, 1986; Perkins, Florin, Rich, Wanderman & Chavis, 1990). A change of instructions replaced *neighbourhood* and *block* with *work area*. Related research has shown that such types of wording changes do not have an impact on the scale (McCarthy, Pretty & Catano, 1990;

Pretty, Andrews & Collett, 1991). Coefficient alpha in these previous studies has ranged from .67 to .80. For the current inquiry, $\alpha = .67$;

- 7) the 17-item Job Satisfaction Scale (JSS) which looked at the extent to which respondents express satisfaction with their job. This scale allows the members to report the degree of comfort they experience in their work environment. The scale can be used to obtain a measure of overall satisfaction with the job as a whole. This measure can also be used to assess the degree of satisfaction with the job itself, the working conditions under which the job is performed, and the employee relations evident in the workplace (Warr, Cook & Wall, 1979). For comprehensive details of the psychometric properties of the scale, refer to Cook, Hepworth, Wall, & Warr (1981). Calculating Cronbach's internal consistency coefficient resulted in $\alpha = .86$;

- 8) a 16-item measure developed in consultation with the union's Education Committee called the Knowledge of the Collective Bargaining Process Scale (KCBPS). The KCBPS was designed to assess rank-and-file awareness of the collective bargaining process. Cronbach's alpha was .90 within the current data set;

- 9) a 13-item modified version of Martin's (1986) Propensity to Strike Scale. This scale measures the willingness of individual members to support strike action in general and for specific reasons such as wage and fringe benefit cutbacks, occupational health and safety, working conditions, change in employment status from full-time to part-time, and job loss (McKelvie, 1987). Internal reliability was not provided by Martin (1986), although McKelvie (1987) reports internal consistency of .93. Coefficient alpha for in the context of the current data was .92;
- 10) a 10-item Militancy Scale derived in part from Martin (1986) and in consultation with the union's Education Committee to appraise a member's propensity to undertake militant action such as working to rule, rotating absences, defying the employer in support of the union bargaining positions. Martin did not report the internal reliability of the scale, but coefficient alpha reached .83 in the present study; and
- 11) five (5) single-item measures of Participation in Union (Chacko, 1985 and Kelloway, 1987). Each item attempts to assess the degree to which a member is active within the union structure. The five items address Making Union Contact during times of conflict (e.g., filing a

grievance), Attending Union Meetings, Voting in Union Election, Serving on Union Committees, and Holding an Elected Union Office.

Results

Dimensionality of Union Commitment

Adopting the methodology of the Kelloway & Catano (1990) study, the data were analyzed by way of the LISREL VI (Jöreskog & Sörbom, 1986) maximum likelihood estimation. The null model specifying no common factors, was estimated to provide a basis of comparison for the other models. Based on the use of union commitment as a unidimensional measure (e.g., Kelloway & Catano, 1988; Mellor, 1990), a one factor model was estimated on which all items were expected to load. Drawing upon Friedman & Harvey's (1986) research, a model was specified comprising two oblique factors. A third model based on the findings of Kelloway & Catano (1990) specified three oblique factors.

Each of the models comprise a nested series (Wildman, 1986) for which the difference between the respective X^2 values is, in itself, distributed as X^2 . Therefore, the models may be directly compared with the X^2

statistic. In addition to the chi-squared tests between nested models, indices were calculated to evaluate the absolute fit of each model. Both the fit indices commonly available from LISREL VI (χ^2 , GFI, AGFI & RMSR), the normed fit index (Bentler & Bonnett, 1980), and the parsimonious fit index (James, Mulaik & Brett, 1982) were calculated.

Fit indices based on analysis of the data set are presented in Table 2. In general, the results supported the findings of Kelloway and Catano (1990). The null model provided a poor fit to the data. The one factor model provided a significant improvement in fit ($\chi^2 [13] = 5591.78, p < .0001$). The two factor model fit the data better than the one factor model ($\chi^2 [1] = 668.55, p < .0001$) and the three factor model provided a better fit than did the two factor model ($\chi^2 [2] = 409.35, p < .0001$). The fit indices converge in suggesting the superiority of the three factor solution. As the current study is the first reported evaluation of the shorter, three-factor union commitment scale, item-factor loadings are presented in Table 3. All items loaded significantly ($p < .01$) on the hypothesized dimensions. However, inspection of the disattenuated correlation matrix for the three dimensions revealed moderate to high inter-factor relationships (Loyalty-Responsibility,

$r=.66$; Loyalty-Willingness, $r=.58$; Responsibility-Willingness, $r=.55$) which indicates that the dimensions might represent a general higher order factor.

Construct Validity of Union Commitment Dimensions

Table 4 presents estimates of internal consistency and bivariate correlations for the three dimensions of union commitment. As predicted, Union Loyalty was the strongest correlate of attitude toward the union ($r = .69$) and satisfaction with the Union ($r = .67$), while Willingness to Work for the Union was most associated with all five measures of participation in local union activities ($.23 < r < .59$). Finally, as hypothesized, the Responsibility to the Union dimension was most related to members' extrinsic priorities ($r = .42$), union responsiveness to the membership ($r = .32$) and propensity to strike ($r = .42$). As substantial correlations were observed between the three commitment dimensions ($.52 < r < .58$), second-order partial correlation coefficients are also presented in Table 4 for the criterion measures. As can be seen, these second-order correlations offer further support of the relationship between Union Loyalty and the affective measures of attitude ($r = .59$) and satisfaction ($r = .58$), Willingness to Work for the Union and participation measures ($.14 < r < .31$) and Responsibility to the Union and extrinsic priorities ($r = .22$) and responsiveness to members ($r = .25$). Both

TABLE 2**Fit Indices for Competing Models.**

Model	X²	d.f.	X²/d.f.	GFI	AGFI	RMS	RNFI	PFI
Null	7309.68	78	93.71	.26	.14	.44	—	—
Model 1	1717.90	65	26.43	.74	.63	.10	.77	.64
Model 2	1049.35	64	16.40	.84	.77	.09	.86	.71
Model 3	640.35	62	10.33	.90	.86	.08	.91	.72

the Responsibility to the Union ($r = .22$) and the Willingness to Work for the Union ($r = .21$) scales correlate with the measure of strike propensity.

Antecedents of Union Commitment

Prior to examining the proposed predictors of union commitment, the set of nineteen (19) variables were first assigned to one of the three categories: personal characteristics, union measures and work related variables. Table 5 delineates their respective assignments.

TABLE 3

**Standardized Parameter Estimates for the Three Factor
Solution of the Union Commitment Scale.**

Items	F1a	F2	F3
<u>Loyalty</u>			
1. I talk up the union to my friends as a great organization to belong to.	.83		
2. There's a lot to be gained by joining the union.	.87		
3. Deciding to join the union was a smart move on my part.	.83		
4. Based on what I know now, and what I believe I can expect in the future, I plan to be a member of the union the rest of the time I work for the company.	.73		
5. The record of the union is a good example of what dedicated people can get done.	.73		
6. I feel a sense of pride in being a part of the union	.85		
<u>Willingness to Work for the Union</u>			
7. I am willing to put in a great deal of time to make the union successful.		.64	
8. If asked I would run for elected office in the union.		.88	
9. If asked I would serve on a committee for the union.		.91	
<u>Responsibility to the Union</u>			
10. Every member must be willing to take the time and risk of filing a grievance.			.69
11. It is the duty of every member to keep his/her ears open for information that might be useful to the union.			.76
12. It is every members' responsibility to see that the other members "live up to" the collective agreement.			.65
13. It is every members' duty to support or help another worker use the grievance procedure.			.73

^a For all loadings $p < .01$

TABLE 4

Internal Reliability, Zero-Order and Second-Order Partial Correlations Between Union Commitment Dimensions and Construct Relevant Measures (N=847)^a

Variables:	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.
1. Union Loyalty	(.92)	---	---	+.59	+.58	+.09	+.10	+.05	-.02	+.09	+.10	-.01	+.07
2. Willingness to Work for the Union	+.54	(.83)	---	-.10	-.11	+.31	+.14	+.26	+.28	+.26	+.07	+.13	+.21
3. Responsibility to the Union	+.52	.54	(.82)	+.07	+.03	+.03	-.01	-.08	-.04	+.13	+.25	+.21	+.22
4. Attitude Toward the Union	+.69	+.33	+.43	(.84)									
5. Satisfaction with the Union	+.67	+.29	+.37	+.73	(.86)								
6. Meeting Attendance	+.31	+.43	+.28	+.13	+.08	---							
7. Voting	+.21	+.23	+.15	+.12	+.08	+.38	---						
8. Hold Office	+.33	+.59	+.25	+.16	+.10	+.52	+.27	---					
9. Serve on Committees	+.27	+.56	+.25	+.14	+.08	+.50	+.25	+.66	---				
10. Contact Officials	+.36	+.44	+.37	+.20	+.15	+.39	+.27	+.40	.42	---			
11. Extrinsic Priorities	+.34	+.30	+.42	+.21	+.12	+.19	+.11	+.20	+.18	+.24	(.83)		
12. Responsiveness to Members	+.21	+.28	+.32	+.11	-.03	+.20	+.14	+.23	+.19	+.21	+.64	(.84)	
13. Propensity to Strike	+.34	+.40	+.42	+.21	+.17	+.17	+.12	+.16	+.14	+.33	+.37	+.22	(.92)

^a The correlations between union commitment dimensions and criteria presented above the diagonal are second-order partial correlations, controlling for the variance attributable to the remaining two commitment dimensions. Those presented below the diagonal are zero-order correlations. Alpha coefficients are given in parentheses, where appropriate, on the diagonal. Decimal points have been omitted from the table. For this sample $r > .05$, $p < .05$ and $r > .07$, $p < .01$.

Given that the inter-correlations between the three dimensions of union commitment ($.52 < r < .54$) verged on being multicollinear (see Table 4) and the relatively high inter-factor correlations, it was decided that computations of zero-order correlations between union commitment and the variables of interest would be best performed using the composite scale where all 13 items were weighted equally as well as separately for each dimension. As one might expect, the composite union commitment scale correlated highly with the three dimensions (Loyalty, $r=.91$; Responsibility, $r=.81$; and Willingness, $r=.77$). Tables 6 and 7 contain the zero order correlations between overall union commitment and the variables of interest. Supported by a large sample size and a lack of multicollinearity, all variables presented in Table 6, excluding the proposed outcome variables (Propensity to Strike, Militancy and Participation Measures, were utilized in the construction of the regression equation.

Analysis and testing of the proposed models followed a theory driven path based on previous research in that hierarchical regression techniques were applied during their construction. Here, all variables for the three classification measures (personal characteristics, union variables and work

TABLE 5

**Variables Categorized According to Personal Characteristics, Union Measures,
Work Related Measures**

Personal Characteristics	Union Related Variables	Work Related Variables
Sex	Union Commitment	Job Satisfaction
Age Group	Extrinsic Bargaining Priorities	Sense of Community
Education	Responsiveness to Membership	Work Conflict
Marital Status	Perception of Union Power	Interrole Conflict
No. Children	Perception of Union Service	
Income	Union Satisfaction	
Tenure	Collective Bargaining Awareness	
Dependents	Propensity to Strike	
	Militancy	
	Union Participation Measures:	
	Contacting Union	
	Voting	
	Hold Office	
	Meeting Attendance	
	Committee	

TABLE 6
Zero-Order Correlations and Internal Reliability Between Variables of Interest
and 13-item Union Commitment Scale

Variables:	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.
1. UCS	(.90)									
2. WCS	+17**	(.83)								
3. ICS	+18**	+50**	(.90)							
4. JSS	-.05	-.58**	-.40**	(.87)						
5. SCI	+.02	-.46**	-.24**	+.55**	(.87)					
6. At. to Un.	+.62**	-.05	+.05	+.20**	+.62**	(.84)				
7. Barg. Pri.	+.42**	+.20**	+.16**	-.22**	+.42	+.21**	(.83)			
8. Resp.	+.31**	+.22**	+.15**	-.23**	+.31	+.11**	+.64**	(.84)		
9. Per. UP.	+.48**	-.11*	-.01	+.18**	+.48**	+.48**	+.14**	+.06	(.74)	
10. Per. US.	+.61**	-.13**	+.00	+.27**	+.61**	+.73**	+.17**	+.07	+.52	(.78)
11. USS	+.58**	-.09*	+.01	+.26**	+.58**	+.73**	+.12**	-.03	+.52	+.72**
12. KCBP	+.45**	-.07	-.02	+.16**	+.45*	+.44**	+.07	+.01	+.31	+.43**
13. PTS	+.45**	+.24**	+.19**	-.22**	+.45	+.21**	+.37**	+.22**	+.20	+.21**
14. Militancy	+.52**	+.22**	+.19**	-.23**	+.52**	+.21**	+.30**	+.17**	+.19	+.25**
15. Sex	+.02	+.07	-.02	+.00	+.02	-.03	-.05	+.02	-.13	-.03
16. Age	-.12**	-.02	+.06	-.10*	-.12	-.11	-.03	-.02	-.08	-.10*
17. Educ.	+.14**	+.06	+.01	-.04	+.14	-.01	+.06	+.00	+.08	+.01
18. Mar. Stat.	+.01	+.06	+.01	-.06	+.01	-.04	-.01	-.01	+.02	+.03
19. Children	+.04	-.03	+.01	+.05	+.04	+.03	+.04	+.03	+.00	+.05
20. Income	+.16**	+.08	+.01	-.05	+.16	+.01	+.13**	+.03	+.15**	+.05
21. Tenure	+.01	-.09*	-.05	+.06	+.04	+.05	-.01	-.05	+.15**	+.09*
22. Depend	-.02	+.002	-.09*	+.01	-.04	-.04	-.03	-.02	+.06	-.01

* * P < .01; and ** P < .001

UCS = Union Commitment Scale; WCS = Work Conflict Scale; ICS = Interrole Conflict Scale; JSS = Job Satisfaction Scale; SCI = Psychological Sense of Community Index; At. to Un. = Attitude Towards Union; Barg. Pri. = Extrinsic Bargaining Priorities; Resp. = Responsiveness to Membership; Per. UP. = Perception of Union Power; Per. US. = Perception of Union Service; KCBP = Knowledge of Collective Bargaining Process; PTS = Propensity to Strike; Militancy = Militancy Scale; Sex = Sex of Respondent; Age = Age of Respondent; Educ. = Educational Level; Mar. Stat. = Marital Status; Children = Number of Children; Income = Household Income; Tenure = Number of Years Employed with Employer; and Depend = Number of Dependents

TABLE 6 (continued)

Variables:	11.	12.	13.	14.	15.	16.	17.	18.	19.	20.	21.	22.
11. USS	(86)											
12. KCBP	+48**	(90)										
13. PTS	+17**	+13**	(92)									
14. Militancy	+23**	+18**	+71**	(83)								
15. Sex	-03	+04	+00	+04	(-)							
16. Age	-14**	-22*	+10*	+08	-20**	(-)						
17. Educ.	+01	+01*	+09*	+09	+08	-10*	(-)					
18. Mar. Stat.	+03	-05	+05	+03	-05	+24**	-03	(-)				
19. Children	+04	+07	-08	-03	+12**	-34**	+05	-49**	(-)			
20. Income	+05	+02	+14**	+11*	+00	-05	-04	+10*	-13**	(-)		
21. Tenure	+05	-10	+15**	+07	-10*	+38**	+18**	+13**	-17**	+07	(-)	
22. Depend	-01	-02	+08	-01	-27**	-001	+02	+25**	-55**	+15**	+08	(-)

TABLE 7

Zero-Order Correlations Between Variables of Interest and Union Participation

Variables ^a :	Union Participation				
	Contact	Voting	Office	Attendance	Committee
1. UCS	+45**	+23**	+44**	+40**	+40**
2. WCS	+16**	+07	+13**	+10*	+13**
3. ICS	+11*	+09*	+05	+10*	+07
4. JSS	-18**	-07	-12**	-08*	-12**
5. SCI	-05	+004	-07	-04	-04
6. At. to Un.	+20**	+12**	+18**	+13**	+14**
7. Barg. Pri.	+24**	+11**	+20**	+19**	+18**
8. Resp.	+21**	+14**	+23**	+20**	+19**
9. Per. UP.	+07	+02	+03	+02	+03
10. Per. US.	+19**	+11**	+21**	+17**	+18**
11. USS	+15**	+08	+10*	+09	+08
12. KCBP	+24**	+22**	+29**	+33**	+31**
13. PTS	+33**	+12**	+16**	+17**	+15**
14. Militancy	+37**	+18**	+27**	+30**	+27**
15. Sex	+05	-01	+15	+06	+13**
16. Age	-04	-07	-12**	-08	-09*
17. Educ.	+05	+03	-02**	-001	-02
18. Mar. Stat.	-01	-03	-02	-01	-03
19. Children	+06	+04	+02	+05	+004
20. Income	+07	+02	-006	+004	-04
21. Tenure	-06	-21**	-11*	-11*	-10*
22. Dependents	-03	-03	-05	-01	-04
23. Contact	(-)				
24. Voting	+27**	(-)			
25. Office	+40**	+27**	(-)		
26. Attendance	+39**	+38**	+52**	(-)	
27. Committee	+42**	+25**	+66**	+50**	(-)

^a * P < .01; and ** P < .001

related measures) were entered across three separate blocks. Stepwise regression procedures were implemented to determine the best predictors within each block. That is to say, each variable within a block could enter the equation on the first step. The variables comprising the measures of personal characteristics were the first block of variables to enter the equation. The decision to enter the personal characteristics block first was based on the research of Fukami & Larson (1984) and Barling et al. (1990) who contend that this method maximizes the control for the effects of demographic variables. The union and work related measures were entered in the second and third blocks respectively on the basis of conceptual and theoretical linkages established by previous research (Angle & Perry, 1986; Fukami & Larson, 1984; Fullagar & Barling, 1989; McKelvie, 1987; Mowday et al., 1982; and Thacker et al, 1990).

As delineated in Table 8, the results from this procedure produced an antecedent model composed of 11 variables that accounted for 60% of variance in the dependent measure. Although contributing to the prediction of union commitment, personal characteristics did not prove to be strong antecedents of the dependent variable. Income ($p < .05$) and Tenure ($p < .05$) were the only variables of the block of eight to serve as significant predictors. Nevertheless in combination, they could explain

only 5% of the total variance. Clearly, the union variables were the best predictors of commitment adding an additional 51% of the variance. Perception of Union Service ($p < .001$) was by far the best predictor of the dependent variable accounting for an additional 33% of the variability in union commitment by itself followed by Extrinsic Bargaining Priorities ($p < .001$) which added another 9%. The five remaining union variables (Knowledge of Collective Bargaining Process, $p < .001$; Attitude Towards the Union, $p < .001$; Responsiveness to the Membership, $p < .001$; Union Satisfaction, $p < .001$ and Perception of Union Power, $p < .001$) added a final 9% to the explained variance. Work related variables Work Conflict ($p < .001$), and Job Satisfaction ($p < .05$) added only another 4% of the explained variance. That is, higher levels of union commitment were associated with increased levels of work related conflict, but lower levels of job satisfaction.

Pedhazur (1982) has pointed out that "...generally speaking, variables belonging to blocks assigned an earlier order of entry stand a better chance to be selected than those belonging to blocks assigned a later order of entry" (p.165). Further Pedhazur suggests that the order of the blocks could alter the outcome. To examine whether block order effects were impinging on the above equation, an alternate model was tested in which the work related variables were entered during the

second block (Table 9). As the reader will note, the structure of the model changed only slightly. Specifically ten (10) variables emerged as significant predictors of union commitment. Education ($p < .01$) was the only personal characteristic variable to enter the equation explaining 5% of the variance. Work related variables Interrole Conflict ($p < .05$) and Work Conflict ($p < .001$) added 5% to the explained variance. Again, the union variables contributed the most to the explained variance adding a further 52% through the variables Perception of Union Service ($p < .001$), Attitude Towards the Union ($p < .001$), Extrinsic Bargaining Priorities ($p < .001$), Knowledge of the Collective Bargaining Process ($p < .001$), Perception of Union Power ($p < .001$), Union Satisfaction ($p < .001$) and Responsiveness to the Membership ($p < .001$). To summarize the results of the alternate model with the original equation, the personal characteristic variable level of education replaced income and tenure as represented in the first equation, the work related variable of job satisfaction was dropped leaving interrole conflict to take its place. Each of the union related variables was represented in each of the two equations and perceived union service emerged once again as the single best predictor of the overall scale. As a result, it appears as

TABLE 8

Hierarchical Multiple Regression of the Predictors of Union Commitment

PREDICTOR	B	SE B	Beta	T	p =	R²	ΔR²
Personal Characteristics.							
Income	.26	.11	.07	2.48	.010	.02	.02
Tenure	.42	.21	.06	2.03	.04	.05	.03
Union Related Variables							
Perception of Union Service	.80	.14	.24	5.73	.000	.38	.33
External Bargaining Priorities	.55	.14	.14	3.92	.0001	.47	.09
Know. Coll. Barg. Process	.19	.03	.19	6.20	.0000	.51	.04
Attitude Towards Union	.52	.13	.17	3.93	.0001	.54	.03
Responsiveness to Mem.	.58	.17	.12	3.46	.0006	.55	.01
Union Satisfaction	.28	.08	.14	3.26	.0012	.56	.01
Perception of Union Power	.37	.11	.11	3.45	.0006	.56	.004
Work Related Variables							
Work Conflict	.21	.05	.14	3.89	.0001	.60	.04
Job Satisfaction	-.08	.03	-.09	-2.41	.0161	.604	.004
(Constant)	-8.33	3.22	-2.58		.0100		
F =	73.77	p = .0000,		df =12			

TABLE 9

Hierarchical Multiple Regression of the Predictors of Union Commitment (Work Related Variables entered on the Second Block, Union Related Variables entered in the Third Block)

PREDICTOR	B	SE B	Beta	T	p =	R ²	ΔR ²
Personal Characteristics							
Education	.19	.07	.07	2.56	.01	.05	.05
Work Related Variables							
Interrole Conflict	.08	.04	.06	2.23	.03	.09	.04
Work Conflict	.22	.05	.15	4.69	.0000	.10	.01
Union Related Variables							
Perception of Union Service	.73	.13	.22	5.51	.0000	.47	.36
Attitude Towards Union	.55	.13	.18	4.37	.0000	.53	.08
Extrinsic Priorities	.56	.13	.14	4.20	.0000	.56	.03
Know. Coll. Barg. Process	.19	.03	.19	6.48	.0000	.60	.04
Perception of Union Power	.36	.10	.11	3.55	.0004	.61	.01
Union Satisfaction	.29	.08	.14	3.51	.0005	.615	.005
Responsiveness to Membership	.56	.16	.11	3.51	.0005	.62	.005
(Constant)	-12.83	2.93		-4.37	.0000		
F = 73.42 p = .0000, df = 12							

though reordering the entry of the variables had little impact on the overall model of union commitment.

To test for the presence of moderating effects based on gender, subgroup analysis was performed as outlined in Ghisell, Campbell & Zedeck (1981, p.357). Tables 10 and 11 present the results of this analysis. Given that the regression equation for the male respondents ($r^2 = .67$) accounted for 10% more of the variance in union commitment than did the equation for the female respondents, sex appears to act as a moderating variable. The regression equation for the males was slightly more parsimonious than for the female respondents. As such, it is worth noting that nine (9) predictors were required to account for the 57% explained variability in the female group, while only 8 variables were necessary to explain 67% of the variance in union commitment for the males. On examination of the predictors emerging for each group, it is clear that differences exist between males and females. Income materialized as the only demographic predictor of union

commitment for women, while education and tenure served as predictors for the men. In regard to work related predictors, work conflict was positively associated with commitment to the union in the female group whereas job satisfaction significantly predicted union commitment for the male respondents. As with the regression equation taking both groups into consideration, union related variables acted as the best predictors of commitment to the union. By contrast, perceived union service emerged as the best overall predictor for men followed by extrinsic bargaining priorities, while attitude towards the union served as the single best predictor of union commitment for women.

Since the data supports the tridimensionality of the union commitment scale three, separate hierarchical regressions were computed treating each of the factors (i.e., Loyalty, Willingness and Responsiveness) as a dependent variable. It has been hypothesized that each of the dimensions will share some common predictors with each other, but variability of predictors will be indicative of their uniqueness.

TABLE 10

Hierarchical Multiple Regression of the Predictors of Union Commitment for Female Respondents

PREDICTOR	B	SE B	Beta	T	p =	R ²	ΔR ²
Personal Characteristics							
Income	.33	.14	.09	2.41	.02	.05	.02
Union Related Variables							
Attitude Towards Union	.41	.17	.14	2.44	.01	.37	.32
Extrinsic Priorities	.52	.19	.14	2.73	.007	.42	.05
Union Satisfaction	.37	.11	.20	3.43	.001	.47	.05
Know. Coll. Barg. Process	.16	.04	.16	3.98	.0001	.49	.02
Perception of Union Power	.48	.14	.14	3.34	.0009	.50	.01
Perception of Union Service	.57	.17	.19	3.32	.0010	.51	.01
Responsiveness to Membership	.41	.23	.09	1.80	.07	.52	.01
Work Related Variables							
Work Conflict	.33	.05	.23	6.13	.0000	.57	.05
(Constant)	-9.94	3.21		-3.09	.0021		
F = 42.69, p = .0000, df = 10							

TABLE 11

Hierarchical Multiple Regression of the Predictors of Union Commitment
for Male Respondents

PREDICTOR	B	SE B	Beta	T	p =	R ²	ΔR ²
Personal Characteristics							
Education	.27	.11	.09	2.55	.01	.04	.04
Tenure	.95	.29	.12	3.27	.001	.04	.00
Union Related Variables							
Perception of Union Service	1.22	.20	.34	6.21	.00	.46	.42
Extrinsic Priorities	.72	.20	.17	3.67	.00	.58	.10
Know. Coll. Barg. Process	.22	.04	.21	5.13	.00	.61	.05
Responsiveness to Membership	.74	.23	.14	3.17	.002	.62	.01
Attitude Towards Union	.76	.19	.22	3.97	.00	.64	.02
Work Related Variables							
Job Satisfaction	-.19	.04	-.20	-5.21	.00	.67	.03
(Constant)	-3.34	2.99		-1.12	.26		
Analysis of Variance							
F =	69.18388,	p =	.0000,	df =	9		

Table 12 illustrates the significant predictors of the Loyalty to the Union dimension. As with the predictors of overall union commitment, the union variables provided more insight into the variance than did either personal characteristics or job related variables. Income ($p < .001$) and Education Level ($p < .01$), together accounted for 6% of the variance, were the only variables from the list of personal characteristics to surface as antecedents. Five (5) union variables emerged as predictors of Loyalty. Once again, Attitude Towards the Union ($p < .001$) entered first explaining and additional 42% of the variance followed by Union Satisfaction ($p < .001$) accounting for a further 5%. Four of the union measures, Extrinsic Bargaining Priorities ($p < .01$), Perception of Union Service ($p < .001$) Knowledge of Collective Bargaining Process ($p < .001$) and Responsiveness to the Membership ($p < .01$) raised the level of explained variance by 9% bringing the total to 61%. Of the job measures, Work Conflict ($p < .001$) was the only variable associated with Loyalty to the Union accounting for a further 1% of common variance.

TABLE 12

Hierarchical Multiple Regression of the Predictors of Loyalty to the Union

PREDICTOR	B	SE B	Beta	T	p =	R²	ΔR²
Personal Characteristics							
Income	.15	.06	.07	2.67	.01	.03	.03
Education	.12	.04	.08	3.12	.002	.06	.03
Union Related Variables							
Attitude Towards Union	.42	.07	.25	6.12	.00	.48	.42
Union Satisfaction	.26	.04	.24	5.96	.00	.53	.05
Extrinsic Priorities	.22	.07	.11	3.09	.00	.57	.04
Perception of Union Service	.36	.07	.20	5.04	.00	.58	.01
Know. Coll. Barg. Process	.07	.02	.13	4.40	.00	.59	.01
Responsiveness to Membership	.23	.09	.09	2.69	.01	.60	.01
Work Related Variables							
Work Conflict	.08	.02	.10	3.83	.00	.61	.01
(Constant)	-6.97	1.27		-5.50	.00		
F = 85.70, p = .00, df = 10							

As can be seen in Table 13, nine (9) variables arose as predictors of the Willingness to Work for the Union dimension revealing 36% of the variance. Once again, the union variables stood out by far as the best predictors. In contrast to Loyalty, Attitude Towards the Union did not emerge in the final equation. Instead, Perception of Union Service ($p < .001$) was the best overall predictor accounting for 12% of the total variance. Responsiveness to the Membership ($p < .01$) came second adding 5% followed by Knowledge of Collective Bargaining Process ($p < .001$) which unveiled a further 4% to bring the variance explained by the union measures to 25%. Two demographic and one work related variable were evident as predictors of Willingness to Work for the Union. Sex ($p < .001$) added 3% of the total variance, while Job Tenure ($p < .01$) added another two (2%) percentage points. In regard to the work related predictors, Work Role Conflict ($p < .001$) was the first to enter the equation accounting for 6% of the variance followed by Job Satisfaction ($p < .01$) which once again surfaced as a predictor uncovering an additional 1% of the variability. Based on the significant personal characteristics and work related measures, it appears that men, those with greater

TABLE 13

Hierarchical Multiple Regression of the Predictors of Willingness to Work for the Union

PREDICTOR	B	SE B	Beta	T	p =	R ²	ΔR ²
Personal Characteristics							
Sex	.92	.18	.17	5.13	.00	.03	.03
Tenure	.19	.07	.09	2.54	.01	.05	.02
Union Related Variables							
Perception of Union Service	.30	.04	.31	8.23	.00	.20	.15
Responsiveness to Membership	.18	.06	.13	2.98	.00	.25	.05
Know. Coll. Barg. Process	.06	.01	.22	6.15	.00	.29	.04
Extrinsic Priorities	.09	.05	.08	1.85	.08	.30	.01
Work Related Variables							
Work Conflict	.07	.02	.16	3.42	.001	.35	.05
Job Satisfaction	-.03	.01	-.12	-2.43	.01	.36	.01
(Constant)	-.61	1.14			.59		
F = 37.30, p = .00, df = 9							

TABLE 14

**Hierarchical Multiple Regression of the Predictors of
Responsibility to the Union**

PREDICTOR	B	SE B	Beta	T	p =	R²	ΔR²
Personal Characteristics							
	.--	.--	.--	.--	.--	.--	.--
Union Related Variables							
Perception of Union Service	.17	.05	.15	3.07	.00	.19	.18
Extrinsic Priorities	.26	.06	.19	4.41	.00	.28	.09
Perception of Union Power	.26	.04	.22	5.81	.00	.32	.04
Know. Coil. Barg. Process	.05	.01	.15	4.23	.00	.34	.02
Responsiveness to Membership	.17	.07	.10	2.42	.02	.35	.01
Attitude Towards Union	.12	.05	.11	2.24	.03	.36	.01
Work Related Variables							
Work Conflict	.10	.02	.19	5.65	.00	.39	.03
(Constant)	-4.59	.90		-5.12	.00		
F = 48.03, p = .00, df = 8							

tenure, and employees experiencing work related conflict are most willing to work on behalf the union.

The sub-scale, Responsibility to the Union, was significantly predicted by seven variables, one (1) work related variable and six (6) union variables, which together revealed 39% of the variance (see Table 14). The best predictor of Responsibility to the Union was Perception of Union Service ($p < .01$) which uncovered 19% of the explained variance. Extrinsic Bargaining Priorities ($p < .001$) followed adding 9%, while Perception of Union Power ($p < .001$), Knowledge of Collective Bargaining Process ($p < .001$), Responsiveness to the Membership ($p < .05$), and Attitude Towards the Union ($p < .05$) accounted for the final 8%. As with the Willingness to Work for the Union dimension, Work Related Conflict was the only job related measure to significantly predict Responsibility to the Union revealing 3% of the variability. In general, the membership displayed a greater sense of responsibility to the union if they held positive perceptions of the union instrumentality. This sense of responsibility was further augmented by positive attitudes towards the union especially by way of benefits

accrued through collective bargaining, the willingness of the union to be responsive to its membership, and the perceived power of the union in dealing with the employer.

Consequences of Union Commitment

The model proposes that once realized, commitment to the union will be correlated to attitudinal and behavioural outcomes. Bivariate correlations were computed to assist in the interpretation of the multivariate commitment model and its potential outcomes. Table 15 presents the Pearson product-moment correlations between union commitment and its outcomes.

As predicted union commitment was significantly associated with behavioural intentions to take militant and strike action. Of the two attitudinal outcome variables, militancy most highly related to overall union commitment ($r=.52$). Of the three dimensions, Willingness ($r=.46$) obtained the strongest relationship to militant intentions followed closely by Responsibility ($r=.44$) and Loyalty ($r=.42$). Overall Union Commitment was also positively related to

TABLE 15

Pearson Product-Moment Correlations between Union Commitment Scale, the Three Sub-scales and Outcome Variables (N=898).

VARIABLE	UCS	L	W	R
Propensity to Strike	.45**	.34**	.40**	.42**
Militancy	.52**	.42**	.46**	.44**
Contact	.45**	.36**	.44**	.37**
Voting	.23**	.21**	.23**	.15**
Office	.44**	.33**	.59**	.25**
Attendance	.39**	.31**	.43**	.28**
Committee	.40**	.27**	.56**	.25**

* p < .001

L = Loyalty to the Union;

W = Willingness to Work for the Union;

R = Responsibility to the Union; and

UCS = Union Commitment Scale (derived from equal weighting of 13 items).

strike propensity on the part of the rank-and-file ($r=.45$). Propensity to strike was more strongly associated with Responsibility ($r=.42$) and Willingness ($r=.40$). Loyalty ($r=.34$) was somewhat less closely related to strike propensity.

Participation within the union structure appeared to be consequently related to the overall composite of union commitment. Of the behavioural outcomes, making contact with the union during conflict with management ($r=.45$) and holding union office ($r=.44$) emerged with the strongest association with overall union commitment followed respectively by committee service ($r=.40$) and meeting attendance ($r=.39$). Voting in union elections ($r=.23$) displayed the weakest relationship to the composite of union commitment.

Participation instrumentality served as consequences of the three dimensions of union commitment. Not surprisingly differences were noted among the relative degrees of association between outcomes for the overall composite of union commitment

and the three dimensions. These differences seem to clarify the uniqueness of the dimensions comprising commitment to the union.

Of the three sub-scales, Willingness Work for the Union correlated most highly with each of the participation measures. The strongest relationship was found between holding elected office ($r=.59$) and committee service ($r=.56$) followed by union contact ($r=.44$), meeting attendance ($r=.43$). Voting in union election again was the participation outcome least associated with Willingness ($r=.23$).

Of the five participation outcomes, contacting the union for the resolution of management-employee conflicts was the consequent most strongly linked to the dimension of Loyalty ($r=.36$). Holding elected office ($r=.31$), meeting attendance ($r=.31$) and committee participation ($r=.27$) ranked closely behind, but again voting in union elections ($r=.21$) held the weakest association to the Loyalty sub-scale

Overall, the Responsibility dimension displayed weaker associations with the participation variables than did Willingness or Loyalty. The ranking of the correlation coefficients obtained between the Responsibility sub-scale and the various participation outcomes differed only slightly. As with the Loyalty and Willingness dimensions, instrumentality as expressed by making contact with the union was the participatory consequent most associated with Responsibility ($r=.37$). Less hardy associations were witnessed between attendance ($r=.28$), holding elected office ($r=.25$) and committee participation ($r=.25$). In keeping with the pattern set by the overall composite along with the Loyalty and Willingness sub-scales, voting in union elections exhibited the weakest association to Responsibility of the participation outcomes ($r=.15$). The correlation between Responsibility and election voting was the smallest to appear between union commitment and the outcome variables.

The correlation between the Willingness sub-scale and Holding Union Office ($r=.59$) was stronger than those between any other

two variables; it was closely trailed by willingness to serve or participate on union committees ($r=.56$).

As a final litmus test of the ability of union commitment to predict behavioural intentions and instrumentality, separate regression equations were computed using each of the attitudinal and behavioural outcome variables as dependent variables. Stepwise regression techniques were employed to allow each potential predictor an equal opportunity to enter the equation on the first step. Referring to Tables 16 to 22, it is abundantly evident that union commitment served consistently as the best overall predictor of propensity to strike, militancy and each of the union participation measures.

Discussion

Dimensionality and Construct Validity of Union Commitment

The study reported here argues strongly for the existence of three union commitment dimensions that can be assessed by a 13 item scale. Confirmatory factor analyses suggest the existence of three conceptually distinct factors of union commitment

TABLE 16

Stepwise Multiple Regression for the Predictors of Propensity to Strike

PREDICTOR	B	SE B	Beta	T	p =	R ²	ΔR ²
Union Commitment	.39	.04	.39	10.39	.00	.23	.23
Job Satisfaction	-.17	.03	-.19	-5.52	.00	.27	.05
Tenure	1.05	.24	.15	4.36	.00	.30	.03
Extrinsic Priorities	.63	.15	.16	4.20	.00	.32	.02
Dependents	.54	.24	.08	2.30	.02	.33	.01
(Constant)	11.47	2.25		5.09	.00		

F = 56.34, p = .00, df = 5

TABLE 17

Stepwise Multiple Regression for the Predictors of Militancy

PREDICTOR	B	SE B	Beta	T	p =	R ²	ΔR ²
Union Commitment	.43	.03	.59	13.94	.00	.29	.29
Job Satisfaction	-.13	.02	-.20	-5.66	.00	.34	.05
Age	.58	.22	.09	2.60	.01	.35	.01
Attitude Towards Union	-.22	.10	-.09	-2.19	.03	.36	.01
(Constant)	24.36	1.58		15.39	.00		

F = 81.35, p = .00, df = 4

TABLE 18

**Stepwise Multiple Regression for the Predictors of Union Participation Measure
(Contact)**

PREDICTOR	B	SE B	Beta	T	p =	R ²	ΔR ²
Union Commitment	.08	.01	.50	11.30	.00	.23	.23
Perception of Union Power	-.08	.02	-.15	-3.55	.00	.25	.02
Job Satisfaction	-.01	.005	-.10	-2.74	.01	.26	.01
Know. Coll. Barg. Process	.01	.01	.08	2.09	.04	.26	.005
(Constant)	1.76.	.36		4.90	.00		

F = 52.63, p = .00, df = 4

TABLE 19

Stepwise Multiple Regression for the Predictors of Union Participation Measure
(Voting)

PREDICTOR	B	SE B	Beta	T	p =	R ²	ΔR ²
Union Commitment	.05	.01	.28	5.81	.00	.06	.06
Tenure	-.34	.05	-.26	-6.20	.00	.12	.06
Know. Coll. Barg. Process	.03	.01	.16	3.60	.00	.13	.01
Union Satisfaction	-.05	.02	-.13	-2.80	.005	.14	.01
Age	.17	.07	.10	2.48	.01	.15	.01
(Constant)	1.91	.49		3.89	.00		

F = 21.22, p = .00, df = 5

TABLE 20

Stepwise Multiple Regression for the Predictors of Union Participation Measure
(Office)

PREDICTOR	B	SE B	Beta	T	p =	R ²	ΔR ²
Union Commitment	.06	.004	.60	13.63	.00	.22	.22
Perception of Union Power	-.05	.01	-.15	-3.76	.00	.26	.04
Know. Coll. Barg. Process	.02	.003	.17	4.38	.00	.28	.04
Union Satisfaction	-.04	.01	-.22	-5.07	.00	.31	.03
Tenure	-.07	.02	-.10	-2.90	.004	.32	.01
Sex	.15	.06	.09	2.61	.01	.33	.01
Education	-.02	.01	-.08	-2.42	.02	.332	.002
(Constant)	2.39	.24		9.89	.00		
F = 42.58, p = .00, df = 7							

TABLE 21

Stepwise Multiple Regression for the Predictors of Union Participation Measure
(Attendance)

PREDICTOR	B	SE B	Beta	T	p =	R ²	ΔR ²
Union Commitment	.06	.005	.50	10.90	.00	.17	.17
Know. Coll. Barg. Process	.03	.005	.26	6.42	.00	.21	.04
Perception of Union Power	-.07	.02	-.17	-4.24	.00	.25	.04
Attitude Towards Union	.07	.02	-.20	-4.33	.00	.28	.03
Tenure	-.08	.03	-.10	-2.77	.01	.29	.01
(Constant)	2.49	.27		9.16	.00		

$F = 47.91, p = .00, df = 5$

TABLE 22

Stepwise Multiple Regression for the Predictors of Union Participation Measure
(Committee)

PREDICTOR	B	SE B	Beta	T	p =	R ²	ΔR ²
Union Commitment	.06	.005	.53	11.85	.00	.19	.19
Perception of Union Power	-.05	.01	-.15	-3.62	.00	.23	.04
Know. Coll. Barg. Process	.03	.004	.24	6.04	.00	.27	.04
Union Satisfaction	-.04	.01	-.20	-4.49	.00	.30	.03
Tenure	-.08	.03	-.10	-2.88	.004	.31	.01
Income	-.04	.01	-.09	-2.48	.01	.31	.002
Sex	.14	.07	.07	2.08	.04	.32	.008
(Constant)	2.03	.30		6.66	.00		

F = 39.75, p = .00, df = 7

corresponding to Gordon et al.'s (1980) Union Loyalty, Willingness to Work for the Union and Responsibility to the Union sub-scales. Moreover, correlations between the union commitment dimensions and external criteria support the conceptual interpretation of these scales advanced by Gordon et al. (1980).

The results of the study replicate the dimensionality and construct validity of the 13 item version of the union commitment scale proposed by Kelloway and Catano (1990). Confirmatory factor analyses support the tridimensional definition of the scale and, more specifically, suggest that the three factor model provides both better and more parsimonious fit to the data than do plausible rival models. Moreover, the magnitude of the item-factor loadings (see Table 3) offers clear and unambiguous support to the hypothesized factor structure. Secondly, examination of criterion correlations support the conceptual interpretation of the three dimensions. Union Loyalty correlates strongly with measures of union satisfaction and attitude toward the union, suggesting that this dimension is appropriately interpreted as affective commitment to the union (Gordon et al., 1980). Similarly, the strong correlations

between Willingness to Work for the Union and measures of members' participation in the union supports the interpretation of this dimension as the willingness to exert special effort to help the union (Gordon et al., 1980). Finally, Responsibility to the Union correlated strongly with members' priorities of union activity toward both obtaining benefits (e.g., wages and job security) and dealing with responsiveness to members (e.g., telling members what the union is doing) as well as propensity to undertake strike action. These correlations were predicted from, and are consistent with, Gordon et al.'s (1980) interpretation of this dimension as reflecting members' willingness to undertake the day-to-day responsibilities of union membership. However, moderate to high correlations were witnessed between the three latent dimensions which would suggest the plausibility of a higher-order general factor. Nevertheless, analysis surrounding the construct validity of the three dimensions suggests that they are theoretically meaningful and therefore can be interpreted as distinct dimensions.

Several directions for future research derive from these conclusions. First the results support the validity of the 13 item

version of the union commitment scale. Given the difficulties in obtaining access to, and responses from, union samples and the trend toward large multivariate studies of union phenomenon (e.g. Fullagar & Barling, 1989), development of a shorter, valid scale can only serve to further research on union issues. Secondly, while Gordon et al. (1980) developed the union commitment measure within the Mowday et al. (1982) framework of company commitment, the results suggest that the three dimensions of union commitment may be interpretable in light of Allen and Meyer's (1990) recent research on company commitment. Specifically, Union Loyalty might be interpreted as affective commitment to the union while Responsibility to the Union conforms closely to Allen & Meyer's (1990) definition of normative commitment. While the Willingness to Work for the Union dimension does not fit neatly into the Allen & Meyer (1990) framework, Tetrick et al. (1989) have suggested that this dimension may in fact represent an outcome of union commitment (i.e. a behavioural intention to participate in union activities). The results are not inconsistent with this suggestion. Most importantly, the findings suggest that "it is the nature of commitment that counts" (Meyer, Paunonen, Gellatly,

Goffin & Jackson, 1989) when trying to predict union relevant criteria.

Antecedents and Consequences of Union Commitment

The study proposed that union commitment could be conceptualized through a model consisting of antecedent and outcome variables. Overall, the data has supported this understanding of union commitment. Analysis of the regression equations for the union commitment scale and its separate dimensions clearly illustrate that union commitment is best understood by union related variables over either job related variables or personal characteristics.

Three personal characteristics appeared as significant predictors, but none of these were able to account for more than three percent (3%) of the variance in union commitment or its dimensions. This suggests that although personal characteristics play a role in the model, in general, they provide very little information about commitment to the union.

Three union related measures (Responsiveness to the Membership, Perception of Union Service and Knowledge of the Collective Bargaining Process) served as common predictors for the composite scale and each of the sub-scales. Of these, Perception of Union Service emerged as the best predictor of the composite scale and the Willingness and Responsibility dimensions. That is, before members become willing to protect union interests or perform duties above and beyond day-to-day union obligations, they must first get a sense of instrumentality on the part of the union. Once the rank-and-file gains a more secure sense of service fulfillment from the union, they will tend to reciprocate to protect the interests of the union by actively working on its behalf.

The results of the regression analysis also support Klandermans' (1989) findings that union satisfaction is an antecedent of union commitment. Union loyalty was the only dimension of the three subscales with union satisfaction to emerge as a predictor. Nevertheless, the Loyalty dimension was best described by the members' attitude towards the union. This

suggests that increased opinion of union governance on the part of the membership will increase their sense of pride in belonging to the union and their awareness of what benefits stem from membership in the union. In addition, perceived union fulfilment in the form of service and responsiveness to its membership, along with awareness of the collective bargaining process and its benefits to the rank-and-file culminate, in greater loyalty to the union.

The outcome model suggests that union commitment serves as a useful predictor for behavioural outcomes, attitudinal intentions and rank-and-file instrumentality. Union commitment was the best predictor of militancy, propensity to strike and each of the participation variables.

The composite scale and each of the three subscales predicted the attitudinal outcome of militancy. Willingness to take part in strike action was best understood by the two subscales Willingness to Work for the Union and Responsibility to the Union. This finding suggests that members of the union who are willing to work beyond

the call of duty and those who feel a sense of responsibility to the union are more likely to support strike action.

Of the three dimensions, Responsibility to the Union was least associated with participation in the union followed by Loyalty to the Union. Not surprisingly, the dimension that captures a members' readiness to do special work above and beyond routine duty (Willingness to Work for the Union) was most highly associated with the outcome of union participation.

In summary, the data supported the proposed model of the antecedents and outcomes of union commitment. The empirical evidence presented here advocates conceptualizing the construct of union commitment from antecedent and consequent perspectives. In so far as the data supports this interpretation of union commitment, the model suggests a proactive policy by the union to meet the needs of its membership will be realized by greater psychological commitment by the rank-and-file. In addition, the model suggests that perceived union instrumentality by the membership can result in increased attitudinal intentions and

participation in union activities. As a result, the data implies that a reciprocal relationship exists between the union and its members. Given this reciprocal relationship, the study draws attention to the value of instrumental action by the union on behalf of its members.

in light of the research on unionization decline (Reshef, 1990), unions might benefit from an understanding of the relationship of union commitment to its antecedents and consequences. As with the findings of previous research (Fullagar & Barling, 1989; Thacker, Fields & Barclay, 1990) the results of this study draw attention to the importance of proactive instrumentality by the union on behalf of its members. The model empirically suggests the membership will respond to union instrumentality by increased participation in union activities and support for union positions.

Gender as a Moderator

Subgroup analysis of the union commitment composite revealed the presence of a moderating variable based on gender. The single best predictor of union commitment for men was perceived union service while for the women it was attitude towards the

union. Female respondents base their commitment to the union on their qualitative opinions on how the union is run whereas with the males, commitment depends on a quantitative instrumentality to do those things that it is being paid (in the form of dues) to do on behalf of the membership.

These results supported Barling, Wade and Fullagar's (1990) argument for the existence of gender as a moderator, rather than as a direct antecedent, of union commitment. In addition, the study encourages union officials to recognize the special needs of its male and female members. That is, the data indicate that men tend to judge the union in terms of the services it provides, whereas women hold the union accountable for running a clean operation.

Limitations of the Study

Although suggestive, the results are not conclusive. The study utilized a cross-sectional design and therefore is subject to all the limitations of this approach. Future research would benefit from a

longitudinal understanding of the predictors and outcomes of multidimensional measurement of union commitment.

In addition, the question arises as to whether the study represents the true measure of union commitment of public employees to their union or were the respondents among the "more committed to unionization." This consideration is worthwhile given the fact that the length of the questionnaire as well as the method of administration and return. The questionnaire was approximately seven pages in length containing some 154 items. Respondents were required to complete the survey on their own time and to mail the questionnaires back to the union. As a result, one might argue that these activities are indicative of a committed union member.

Given that the matrix of variables in Table 6 resulted in the computation of some 242 t-tests, one might expect that a number of the correlations would reach statistical significance simply by chance alone. Nevertheless, the study draws upon previous research for the formulation of hypotheses and lends significant empirical support to these theory based predictions. In addition,

the data sustains empirical support through relatively high level significant correlations.

In regard to its generalizability, the study utilized a regional sample of public employees in an Atlantic province of Canada. As such, the data may or may not capture the essence of union issues at a national level. Nevertheless, the study will contribute to the much needed literature on union commitment by clarifying its dimensionality, antecedents and consequences. Also, it will establish a significant data bank of union information which may be analyzed at later periods of time and could conceivably serve as the initial step in a longitudinal study of union issues. Since contact was initiated by the union, the study provided an opportunity to foster a better rapport between industrial/organizational psychologists and union leaders. Hopefully, this inquiry will contribute to the resurgence and evolution of research into union issues and will strengthen the on-going relationship between industrial/organizational psychology and union leadership.

Application of the Research

Although the study has sought to explore theoretically derived hypotheses, it may serve as a useful barometer of areas that could be addressed by the union under study and other unions of this sort. The data has demonstrated that perceived union instrumentality impacts commitment to the union which in turn increases the likelihood for certain behavioural outcomes. As a suggestion for the future, the union might well benefit from increasing membership awareness in regard to union activities on behalf of its membership. The data suggest that this would foster greater commitment to the union which in turn would be translated into greater behavioural and attitudinal support for the union.

The study draws attention to the reciprocal relationship between the actions of the representatives and the behavioural response of the members. With this in mind, the union could develop educational programs for stewards, officers and the membership. Such programs could be designed for the purpose of increasing awareness to all concerned parties. Since shop stewards liaise

with rank-and-file and union officials, they could serve as a starting point in the development of such programs.

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APPENDIX A

September 4, 1990

Dear Member:

Re: Survey

You have been randomly selected from our membership list along with 2700 other union members to participate in a very important survey of the

The survey is of utmost importance to the union because it will assist us in determining what you as union members feel about your workplace, your work, the , the collective bargaining process, and the right to strike. The results of the survey will assist us in developing future union strategy when dealing with our employer. This is your opportunity to let us know how you feel about some very important things that the must confront over the next couple of years. Your input will help shape the course of action that will be required over the next couple of years.

I should point out that the information on the sheets will be processed under the direction of the Education Committee in conjunction with Professor Vic Catano of St. Mary's University. Dr. Catano has done work for other unions and has himself been involved in the St. Mary's University's faculty union as an executive officer and bargaining committee member.

As you will realize the survey questionnaire is designed so that the survey replies can not be identified with any member. Please be assured that your identity and your involvement in the survey will be known only to you.

In closing, may I remind you of the importance of this survey and ask that you complete the questionnaire and forward to Head Office in the envelope that is included. The envelope does not require a stamp. Please **return the questionnaire prior to October 15, 1990**. I look forward to your participation.

In solidarity,

President

/

Enclosure

APPENDIX B

The following are things people might say, there are no correct or incorrect answers. Please indicate how you feel, that is whether you Strongly Agree (SA), Agree (A), Neither Agree or Disagree (N), Disagree (D) or Strongly Disagree (SD) with the following statements.

This section contains statements which will allow you to express how you feel about issues you confront as an employed individual:

- | | |
|---|-------------------------|
| At work I have to do things that should be done differently. | SA....A....N....D....SD |
| At work I am not able to be myself. | SA....A....N....D....SD |
| On the job, I work under policies and guide-lines that conflict. | SA....A....N....D....SD |
| My job offers too little opportunity to acquire new knowledge and skills. | SA....A....N....D....SD |
| I would like to have more power and influence over other people at work. | SA....A....N....D....SD |
| At work I receive an assignment without adequate resources to complete it properly. | SA....A....N....D....SD |
| Where I work I am not able to act the same regardless of whom I'm dealing with. | SA....A....N....D....SD |
| At work I receive requests from one or more people that conflict. | SA....A....N....D....SD |
| My work schedule often conflicts with my family life. | SA....A....N....D....SD |
| After work, I come home too tired to do some of the things I'd like to do. | SA....A....N....D....SD |
| On the job I have so much work to do that it takes away from my personal time and personal interests. | SA....A....N....D....SD |
| My family dislikes how often I am preoccupied with my work while I am at home. | SA....A....N....D....SD |
| Because my work is demanding, at times I am irritable at home. | SA....A....N....D....SD |
| The demands of my job make it difficult to be relaxed all the time at home. | SA....A....N....D....SD |
| My work takes up time that I'd like to spend with my family. | SA....A....N....D....SD |
| My job makes it difficult to be the kind of spouse or parent I'd like to be. | SA....A....N....D....SD |
| My pay is not fair compared to the pay of other people employed here. | SA....A....N....D....SD |

This section contains statements which allow you to express your views on the UNION:

- | | |
|---|-------------------------|
| I feel a sense of pride in being a part of this union. | SA....A....N....D....SD |
| Based on what I know and what I believe I can expect in the future, I plan to be a member of the union for the rest of the time I work. | SA....A....N....D....SD |

The record of this union is a good example of what dedicated people can get done.	SA...A...N...D...SD
I talk up the union to my friends as a great union to belong to.	SA...A...N...D...SD
There's a lot to be gained by joining this union.	SA...A...N...D...SD
Deciding to join this union was a smart move on my part.	SA...A...N...D...SD
It is the duty of every worker to keep his/her ears open for information that might be useful to the union.	SA...A...N...D...SD
It's every member's duty to support or help another worker to use the grievance procedure.	SA...A...N...D...SD
It's every member's responsibility to see that the other members "live up to" the terms of the collective agreement.	SA...A...N...D...SD
Every member must be willing to make the effort to file a grievance.	SA...A...N...D...SD
I am willing to put in a great deal of effort beyond that normally expected of a member in order to make the union successful.	SA...A...N...D...SD
If asked I would serve on a committee.	SA...A...N...D...SD
If asked I would run for elected office.	SA...A...N...D...SD
I doubt that I would do special work to help the union.	SA...A...N...D...SD
The UNION has the support of the workers.	SA...A...N...D...SD
The UNION Executive is interested in the welfare of the rank-and-file worker.	SA...A...N...D...SD
My Local Bargaining Representatives are interested in the welfare of the rank-and-file worker.	SA...A...N...D...SD
The UNION tries to live up to its agreements.	SA...A...N...D...SD
The UNION should make every effort to get better wages for its members.	SA...A...N...D...SD
The UNION should make every effort to get better fringe benefits for its members.	SA...A...N...D...SD
The UNION should make every effort to improve job security for its members.	SA...A...N...D...SD
The UNION should make every effort to improve safety and health on the job for its members.	SA...A...N...D...SD
The UNION should make every effort to give members a say in how the UNION is run.	SA...A...N...D...SD

The UNION should make every effort to tell members what the UNION is doing.	SA...A...N...D...SD
The UNION should make every effort to handle members' grievances.	SA...A...N...D...SD
The UNION should make every effort to bargain on its members behalf.	SA...A...N...D...SD
The UNION has a lot of influence over who gets elected to public office.	SA...A...N...D...SD
The UNION has a lot of influence over what laws are passed.	SA...A...N...D...SD
The UNION is respected by the employer.	SA...A...N...D...SD
The UNION has a lot to say about how the work place is run.	SA...A...N...D...SD
The UNION protects workers against unfair actions by the employer.	SA...A...N...D...SD
The UNION improves the job security of the members.	SA...A...N...D...SD
The UNION improves the wages and working conditions of the members.	SA...A...N...D...SD
The UNION gives members their money's worth for the dues they pay.	SA...A...N...D...SD
I am satisfied with the union meetings held by the UNION.	SA...A...N...D...SD
I am satisfied with the way bargaining is handled in the UNION.	SA...A...N...D...SD
Overall, I am satisfied with the operation of the UNION.	SA...A...N...D...SD
I am satisfied with the bargaining process.	SA...A...N...D...SD
I am satisfied with the communication of the UNION.	SA...A...N...D...SD
I am satisfied with the support for grievances in the UNION.	SA...A...N...D...SD
I am satisfied with the amount of member's participation in the UNION.	SA...A...N...D...SD
This section contains statements which allow you to express your views on your place of work. Here, "organization" refers to the place you work.	
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	SA...A...N...D...SD
I talk up this organization to my friends as a great organization to work for.	SA...A...N...D...SD
I would accept almost any type of job assignment in order to keep working for this organization.	SA...A...N...D...SD
I find that my values and the organization's values are very similar.	SA...A...N...D...SD
I am proud to tell others that I am part of this organization.	SA...A...N...D...SD
This organization really inspires the very best in me in the way of job performance.	SA...A...N...D...SD

I am extremely glad that I choose this organization to work for over others I was considering at the time I joined.	SA...A...N...D...SD
I really care about the fate of this organization.	SA...A...N...D...SD
For me this is the best of all possible organizations for which to work.	SA...A...N...D...SD
I think my work area is a good place for me to work.	SA...A...N...D...SD
People in this work area do not share the same values.	SA...A...N...D...SD
My fellow workers and I want the same things from this job.	SA...A...N...D...SD
I can recognize most of the people who work in my work area.	SA...A...N...D...SD
I feel at home in this work area.	SA...A...N...D...SD
Very few of my fellow workers know me.	SA...A...N...D...SD
I care about what fellow workers think of my actions.	SA...A...N...D...SD
I have influence over what this work area is like.	SA...A...N...D...SD
If there is a problem in this work area people who work here can get it solved.	SA...A...N...D...SD
It is very important for me to work in this work area.	SA...A...N...D...SD
People in this work area generally do not get along with each other.	SA...A...N...D...SD
I expect to work in this work area for a long time.	SA...A...N...D...SD

Indicate the degree to which you are Very Satisfied (VS), Satisfied (S), Neither Satisfied or Dissatisfied, Dissatisfied (D) or Very Dissatisfied (VD) to the following statements which address your place of work:

The physical working conditions.	VS...S...N...D...VD
The freedom to choose your own method of working.	VS...S...N...D...VD
Your fellow workers.	VS...S...N...D...VD
The reception you get for good work.	VS...S...N...D...VD
Your immediate boss.	VS...S...N...D...VD
The amount of responsibility you are given.	VS...S...N...D...VD
Your rate of pay.	VS...S...N...D...VD
Your opportunity to use your abilities.	VS...S...N...D...VD

Industrial relations between management and workers in your firm.	VS...S...N...D...VD
Your chance of promotion.	VS...S...N...D...VD
The way your place of work is managed.	VS...S...N...D...VD
The attention paid to suggestions you make.	VS...S...N...D...VD
Your hours of work.	VS...S...N...D...VD
Your ability to adjust your hours of work (flex-time).	VS...S...N...D...VD
The amount of variety in your job.	VS...S...N...D...VD
Your job security.	VS...S...N...D...VD
Now, taking everything into consideration, how do you feel about your job as a whole.	VS...S...N...D...VD

This section contains statements which allow you to express your views on the collective bargaining process:

I know how to propose changes to items in the Collective Agreement.	SA...A...N...D...SD
I understand how the priority is set for items brought to the negotiating table.	SA...A...N...D...SD
Items brought to the negotiating table represent views of the average member.	SA...A...N...D...SD
I know the priority of items brought to the negotiating table.	SA...A...N...D...SD
I understand the role my Bargaining Unit Negotiating Council (BUNC) plays in negotiations.	SA...A...N...D...SD
I understand the role that the Union Negotiating Council (UNC) plays in negotiations.	SA...A...N...D...SD
During negotiations, I am kept informed of what's happening at the negotiating table.	SA...A...N...D...SD
I understand how decisions are made at the negotiating table.	SA...A...N...D...SD
I am kept informed of decisions made during negotiations.	SA...A...N...D...SD
I understand how the collective bargaining process works.	SA...A...N...D...SD
I have the right to vote for, or against, proposed changes in the Collective Agreement.	SA...A...N...D...SD
Changes made to the Collective Agreement during negotiations can be rejected by the members.	SA...A...N...D...SD
I understand the process of binding arbitration.	SA...A...N...D...SD

Binding arbitration is an acceptable way to resolve contract negotiations. SA...A...N...D...SD

I am satisfied with the collective bargaining process. SA...A...N...D...SD

I am satisfied with the methods that are used to keep me informed about negotiations. SA...A...N...D...SD

This section contains statements which allow you to express your views on strike issues:

If the UNION Bargaining Unit was on strike, it would cause me and my family serious problems or hardships. SA...A...N...D...SD

I would be willing to strike if I felt my workload is too heavy. SA...A...N...D...SD

I would be willing to strike if there was the chance I would lose my job. SA...A...N...D...SD

I would be willing to strike to receive a 10% wage increase. SA...A...N...D...SD

I would be willing to strike if dissatisfied with health, safety or working conditions. SA...A...N...D...SD

I would be willing to strike if my job was being changed from full-time to part-time. SA...A...N...D...SD

I would be willing to strike if my wages would be reduced due to cutbacks. SA...A...N...D...SD

I would be willing to strike if my fringe benefit plan was being reduced. SA...A...N...D...SD

I would be willing to strike if I was unhappy with management. SA...A...N...D...SD

I would be willing to strike to support a union issue that did not directly affect me. SA...A...N...D...SD

I would be willing to strike to receive a 24% wage increase. SA...A...N...D...SD

I would be willing to go on an illegal strike. SA...A...N...D...SD

I would be willing to go on an illegal strike if a government announced layoffs in the civil service. SA...A...N...D...SD

I would return to work from a legal strike if government ordered me to return. SA...A...N...D...SD

I would return to work from an illegal strike if government ordered me to return. SA...A...N...D...SD

I would engage in violence during a strike if management used outside employees. SA...A...N...D...SD

I would work to rule to support UNION bargaining positions. SA...A...N...D...SD

I would participate in rotating absence to support UNION bargaining positions. SA...A...N...D...SD

I would help to create chaos in my work place to support UNION bargaining positions. SA...A...N...D...SD

I would cross a picket line of another UNION bargaining unit. SA...A...N...D...SD

Picket Line violence would not be justified even if management used outside employees (scabs) to try to break a strike. SA...A...N...D...SD

If a strike occurs in the UNION Bargaining Unit, my family, friends, neighbors, etc. would feel very favorable and supportive. SA...A...N...D...SD

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

How often do you vote in union elections.

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

How would you describe your attendance at union meetings.

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

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

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

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

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

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

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

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

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

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

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

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

It is important that you fill out the next section, remember, your answers will be mixed with those of other UNION members and can in no way be identified. If you are uncomfortable giving any of the asked for information, feel free to omit that item. *Please keep in mind that the more information you provide, the more UNION will be able to help you.*

Gender (Please circle) (1) Male (2) Female

Please circle the age group you are presently in:

- | | |
|------------------------|-----------------------|
| (1) 24 years and Under | (4) 45 to 54 years |
| (2) 25 to 34 years | (5) 55 to 64 years |
| (3) 35 to 44 years | (6) 65 years and over |

What is the highest level of education you have completed?
(Please Circle highest grade obtained)

- | | |
|--|-----------------------------------|
| (1) Less than Grade 6 | (7) Community College (graduated) |
| (2) Less than Grade 9 | (8) University (didn't graduate) |
| (3) Less than Grade 12 and Vocational Training | (9) University degree |
| (4) Grade 12 | (10) Honors University degree |
| (5) Grade 12 and Vocational Training | (11) Post-graduate study |
| (6) Community College (didn't graduate) | (12) Post-graduate degree |
| (13) Other (Please specify) _____ | |

Marital Status (Please circle)

- | | |
|---|------------------------|
| (1) Single (Never Married/Living Alone) | (4) Divorced/Separated |
| (2) Single (Living with Partner) | (5) Widowed |
| (3) Married | |

Do you have any children? (Please circle) (1) Yes (2) No

Number of dependents living with you. (Please circle)

- (1) None (2) One (3) Two (4) Three (5) Four (6) Five to seven (7) More than seven

For your household right now, including all the people who live here and share in the income, what is the total yearly income? (Please Circle)

- | | |
|----------------------|----------------------|
| (01) Under \$5,000 | (08) 26,000 - 29,999 |
| (02) 8,000 - 10,999 | (09) 35,000 - 39,999 |
| (03) 11,000 - 13,999 | (10) 40,000 - 44,999 |
| (04) 14,000 - 16,999 | (11) 45,000 - 49,999 |
| (05) 17,000 - 19,999 | (12) 50,000 - 59,999 |
| (06) 20,000 - 22,999 | (13) 60,000 - Over |
| (07) 23,000 - 25,999 | |

Are you working full-time or part-time? (Please circle) (1) Full-time (2) Part-time

Which Local do you belong to: _____ (Please fill in)

Which Bargaining Unit do you belong to: _____ (Please fill in)

Please indicate the city, town or county of your place of work:
_____ (Please fill in)