

The Roles Unions Play in Collective Bargaining Processes and,
Their Impact on Negotiations for Blue-Collar VS White-Collar Employees

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Deoram Persaud

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COMMITTEE MEMBERS

Committee Chair: Barbara A.W. Eversole, Ph.D.

Assistant Professor

Indiana State University

Committee Member: Kathy Boone Ginter, Ph.D.

Instructor

Indiana State University

Committee Member: Bassou El Mansour, Ph.D.

Associate Professor

Indiana State University

ABSTRACT

Collective bargaining processes, plays an important role in employee employer relations and has significant impact on the dynamics and operations of organizations. The presence of unions poses challenges to management and appeases employees. The present study examined the roles unions plays in the collective bargaining process and their impact on negotiations for white-collar versus blue-collar workers. The study investigated, whether white-collar employees receives preferential treatment over blue-collar employees, during the collective bargaining process, and whether management concessions towards white-collar employees will be perceived to be more favorable than those of blue-collar employees and correlations between job satisfaction and collective bargaining outcomes, which may be related to perceived bias for white-collar employees.

A survey conducted on 120 union employees. The results of the study showed, white-collar employees received preferential treatment over blue-collar employees. Further, that 48% of participants felt that management made favorable concessions to white-collar workers. No correlations were found between job satisfaction and outcomes of collective bargaining.

PREFACE

This Master's thesis, has been a culmination of two years in the works. It began in the early Fall Semester of 2009. This body of work was undertaken in partial fulfillment of the requirements for the degree of Master of Science in Human Resources Development.

This was a long and hard journey, one with many frustrating early mornings. Nevertheless, I am extremely excited about this outcome and what it means for my future.

My committee has been stellar throughout this process and I can't thank them enough for taking the time from their busy schedules to work with me.

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CHAPTER 1

INTRODUCTION

Organized labor has become a prominent fixture in today's job market. Their presence in the United States and on global markets, have been deeply rooted in traditions and history. Their prominence and influences have transformed the landscape of professionals and working individuals alike. Their influences in today's economic and political arenas are noteworthy and quite influential. The goals of the American Federation of Labor and Congress of Industrial Organizations, (AFL-CIO) as described by its mission statement clearly captures the essence of the roles of unions. As is stated, "we build a broad movement of American workers by organizing workers in to unions. We build a strong political voice for workers in our nation. We will change our unions to provide a new voice to workers in a changing economy. We will change our labor movement by creating a new voice for workers in our communities" (Mission, 2010).

This research will investigate the role that unions play in the collective bargaining process and how they impact negotiations for blue-collar versus white-collar workers. The central premise is to determine whether the employee's position in an organization impacts decision making during negotiations. The mere thoughts of union involvement in collective bargaining processes, creates political and cynical thoughts of distrust and secrecy by those who are opposed to unions and a collective bargaining environment. According to Rosen & Stagner (1980), the nature of collective bargaining, where laying one's card on the table is tantamount to

inviting failures, creates an atmosphere that stimulates secrecy with regard to both organizational resources and demand priorities. To those who advocate for a union free environment, unions seemingly are more of an organizational watchdog group, whose primary purpose is to collect dues and impede progress in the workplace by injecting bureaucratic values. The general feeling expressed of collective bargaining agreements, is that, they are used a management-pleasing tool with the employee getting some concessions to keep them slightly happy. The underlying sentiments are that the individuals, who are entrusted with these high level negotiations, are only representing the interest of themselves, while trying to advance their own agendas. Hart (2002) explained the concept of self-promotion, by stating that union people were fighting against union people. Everybody had their own agenda and their own preconceived notion of where certain groups should be and how certain jobs should stack up against other jobs.

The traditional definitions of occupational stratifications have been transformed over the past decades. Scholars and experts alike have debated with rigor the concept of who is white-collar versus who is blue-collar. According to Bureau of Labor Statistics employees who are considered white-collar workers are categorized into professional, which includes specialty, and technical workers, executives, administrative, managerial and sales occupations. These individuals typically work in an office setting and are highly skilled and educated. The typical blue-collar workers are the precision production, craft and repair occupations. They typically hold jobs as assemblers, machine operators, and cleaners and perform general laborer types of activities. They are often associated with individuals who perform services in a factory setting and perform manual labor. The education requirements are usually not considered for a typical blue-collar worker, since most of their tasks require manpower. The entire notion of blue-collar and white-collar jobs has changed over the years with technological advances. Blue-collar

employees are required to have similar skill sets and educational backgrounds as their white-collar co-workers. Despite this, their personality traits and work attitudes are quite different.

According to Weaver (1975), white-collar employees are more concerned about intrinsic values, which emanate from the work activity itself, such as when a job is considered to be important and upon completion engender a feeling of accomplishment. Blue-Collar workers, on the other hand, are said to emphasize more often the “extrinsic” component of a job, such as its accompanying economic rewards, promotional opportunities, and provisions for security. It is clear both white and blue-collar workers want similar satisfaction and rewards from their jobs. Compensation cost for white-collar employees outpaced blue-collar employee for 1979 – 1996 (121.8% and 116.6% respectively; Shelly, 1997). Additionally, during the period from March 1986 to December 1996, total compensation cost increased 50.7 % for white collar and 44.3 % for blue-collar workers. In a study conducted by O’Reilly III & Caldwell (1980) it was concluded that decisions predicated on intrinsic aspects of the job are likely to be associated with job satisfaction and commitment.

Statement of the Problem

The agendas of both management and employees are guided by many factors, such as gender, job types and the types of services performed. Researchers and scholars alike in this subject have had a narrow focus on the dynamics involved with white collar versus blue-collar workers. In a study conducted by Zagelmeyer (2005), it was highlighted, that union recognition may be prescribed by legislation, the result of mutual agreement or imposed by unilateral action. In other research (Sosin, Rives & West, 1998) examining gender-based equity in academics, it was found that females earned less than their male counterparts, with or without collective bargaining. However, none of these studies has examined the full effects of the collective

bargaining process at a micro level by examining decision-making and how it affects white-collar and blue-collar employees during collective bargaining. This research will examine whether workers in white-collar positions in organizations receive more consideration by unions and management during the collective bargaining process and have a tendency to settle their contracts easier than that of blue-collar workers. While white-collar and blue-collar employees work side by side in the same organization and receive representation by the same union, they typically belong to different bargaining units and as such have different contracts.

Statement of the Purpose

The purpose of this study is to answer the research question of whether there are differences between white-collar and blue-collar employees during negotiations and whether management makes more concessions towards white-collar employees. This research is being conducted to investigate, whether white-collar employees receive more preference than that of blue-collar employees during collective bargaining. This research will provide an insight into the collective bargaining process in order to educate both employees and management on the importance of being impartial and to adopt clear and meaningful good-faith practices, free of biases. This research will provide an insight, into the collective bargaining process, which allows unions to negotiate freely and represent all employees regardless of their position or gender.

Statement of the Need

This research is important because it will attempt to investigate perceived biases that exist within the collective bargaining process. It will further highlight the importance of being impartial during the collective bargaining. In addition, this research might provide valuable insight into the trends in employment, which may be a model to recapture membership and reverse the current trends of decreasing union membership.

According to the Bureau of Labor Statistics in 1995, union members made up 14.5% of the working population; this has decreased to 12.4 % in 2008. Comparatively white-collar jobs have increased from the 1980's to present, with the blue-collar sector experiencing a sharp drop. In a study conducted by Boyd (1982) examining white collar and blue-collar workers from 1972 – 1980, it was indicated that more than half of the 15.6 million increases in labor during this time was attributed to growth in white-collar and professional jobs. The highest increases were in technical and clerical jobs. In today's global market and increasing pushes for globalization, the job markets have undergone a major transformation with global companies leveraging the global market for cheap labor and cost effective methods of controlling cost and maximizing profits. The global market and economic climate has caused a serious downturn to business and global marketing activities, and thus have dictated the spending power of employees and seriously hampered the bargaining power of unions. Freeman and Medoff (1984) described the traditional role of unions as the collective voice of the people. Unions are supposed to be the voice of the employees to advocate for better wages, better working conditions, more opportunities, higher competition, and to represent the employee in good faith negotiations. Their role of creating a mutual understanding between employee and employer is clearly an important factor to bridge the gap between the two parties and thus mitigate against adversarial impacts. Negotiations are conducted in good faith to protect the employee's rights while the ability of the employer is not compromised by economical strains. In today's global market, where the demand for expertise and skills are paramount to industries and their marketing ventures, many employers are constantly seeking to attain a competitive edge to make them stand out in their advertising and marketing campaigns. In sports marketing, employers pay a very high premium for sports athletes and high premium individuals. These individuals clearly receive preferential treatment

based on their value and position within the organization. A star athlete on a Major League Baseball (MLB) or National Basketball Association (NBA) team with superstar value usually has his or her demands catered to during negotiations versus a run of the mill player. This is in stark contrast to higher education or a corporate setting, where the collective bargaining processes are grouped by categories based on job types. Collective bargaining seeks to protect the employee from the employer, it is supposed to be fair and represent the best interest of all that are involved. Due process and good faith are executed to meet the best interest of all involved. It is extremely important, that impartiality and consistency in the application of collective bargaining tactics be applied in a manner that is fair and equitable to all parties that are involved in this process.

Statement of Assumptions

The underlying assumptions of this study are:

- All participants will understand the nature of the study.
- No one will be harmed.
- Participants will answer all questions in an honest manner.
- Participants will be impartial.

Statement of Limitations

This research investigates the roles unions play in the collective bargaining process and their impact on negotiations for white-collar employees, versus blue-collar employees involved in the collective bargaining process. The premise is to limit biases of all parties that have influence outcomes of negotiations. This research is conducted with employees in higher education, who are employed in a mandatory union state and such may not consider the biases of each individual employee, with respect to their preferences or their willingness to consider free-choice union membership.

Statement of Terminology

Collective Bargaining – is the method whereby workers organize together (usually in unions) to meet, converse, and negotiate upon the work conditions with their employers normally resulting in a written contract setting forth the wages, hours, and other conditions to be observed for a stipulated period; Dessler (1999).

Good Faith - in Latin bona fides (bona fide means "in good faith"), is the mental and moral state of honesty, conviction as to the truth or falsehood of a proposition or body of opinion, or as to the rectitude or depravity of a line of conduct; Dessler (1999).

Statement of Methodology

This research will examine the role union's play in collective bargaining. The subjects will be blue-collar and white-collar employees, randomly selected from college campuses in New Jersey. This research will utilize a between group design, which will divide participants in to 2 groups. Group 1 would be white-collar employees, Group 2 blue-collar employees. This quantitative research will use Qualtrics software to collect responses from all participants, who have agreed to complete the survey. All participants will receive an email and instructions to access a link to complete the survey. All responses will be confidential.

Statement of the Hypothesis

It is hypothesized that white-collar employees, based on their importance in an organization, will be favored to receive preferential treatment over blue-collar employees, during the collective bargaining process. It is further hypothesized that management concessions towards white-collar employees will be perceived to be more favorable than those for blue-collar employees. In addition, it is hypothesized, that correlations between job satisfaction and collective bargaining outcomes may be related to perceived bias for white-collar employees. The

more employees are satisfied the more they will be loyal and favorable to their employer. The more satisfied with their jobs, the more likely they are to be productive. Employers value productive and loyal workers. As a result, tendencies are to favor employees that have values and goals that are aligned with their company mission and vision. The expected results would be that valued employees will be perceived to be valuable are seen as a commodity to their employer and not as a burden. In addition, satisfied union workers may create a condition that allows their union representatives to easily settle their contracts, in order to maintain equity with their employer.

CHAPTER 2

REVIEW OF LITERATURE

The advent of globalization and the demand for increasingly competitive markets has created a global market place like no other. Today institutions run complex employment structures with employees in different regions of the world. This ability to become a global entity has created a complex and ever-changing culture of employment. According to Hitt, Keats and Demarie (1998) globalization creates a greater number of stakeholders and contingencies with which managers must deal and it complicates incentive systems for managers and evaluation of a firm's various subunits. This ability to react to changes in the employment markets dynamic has been successful in large part due to the organization of employees to form a collective voice for the working people. Traditionally, the perceptions of roles unions play were that of a middle-man to mediate work related issues. They were considered the voice of the people; they stood for better working conditions, better wages and fair practices in hiring and firing.

Many studies and scholarly literature will be reviewed focusing on the importance and prominence of labor unions as is perceived through the prisms of history. Past research and texts have highlighted the impacts of great union leaders and their abilities to shape legislation and create political climates, which fosters revolutionary changes in labor markets. These studies have also examined the roles unions they have played in setting wages, job security and membership issues. A gap in research exists around the roles unions play in white collar versus

blue-collar employee's negotiations and the impact these positions have on decision making in contract negotiations.

Recent changes in the United States economy, coupled with a down turn in the global economy, have prompted many organizations to rethink the dynamics of their labor and employee relations policies. This study is essential because it investigates whether there are biases existing between white-collar and blue-collar employees during negotiations. This coupled with declining blue-collar jobs and increases in white-collar jobs, makes an attractive proposal for management to ensure that white-collar employees stay in their corner. Employers are extremely aware of the advantages of a union free environment and many are willing to bend the rules for their employees. This study will investigate whether management concessions are much easier for white-collar employees, because white-collar have traditionally been perceived as loyal to management. White-collar employees are typically associated with professional employees, who are the backbone of many corporations.

The technological revolution has sparked a massive shift in the way organizations conduct business. The reaches of global resources and commerce are now so accessible that the importance of skilled white-collar employees with specific knowledge and expertise are an important commodity to organizations. According to Wood (1998) the widened gaps in wages and unemployment rates, show that the demand for skilled labor has increased, relative to its supply. As such, organizations treat their valued employees with care and reward them in return for their abilities to bring specialized knowledge to the table that increases the organization's competitiveness. The blue-collar employees are still an important part of organizations, however the demands for knowledge that is more specialized, education and skills make a white collar educated or trained employee a greater asset to the organization. It can be argued that this trait is

industry specific; however, white-collar employees are valued in organization based on the nature of the job functions they perform. Few have attempted to dissect white-collar and blue-collar employee negotiations to understand comparatively the treatment that is attributed to each group during collective bargaining negotiations. The focus is usually on wage setting and how the dynamics between union negotiator, arbitrator and employer affects the outcome of the negotiation session. There is considerable silence surrounding the dynamics between white-collar and blue-collar negotiations, which leads outsiders to believe, that positions of greater importance are settled faster and management concessions and approaches to white-collar negotiation are completely different. According to Benson & Brown (2010) not all unions have an equal capacity to represent members. The conventional knowledge that exists, supports the idea that employers treated their valued employees as commodity and as such, do not risk offending or creating conflict within the organization that can cause reprehensible damages to the long term future of the organization and the bottom line. Current scholarly research (citations) is centered on relationships with the employer and how the dynamics of such relationship keeps afloat hopes for the members. However, no research has been found, which addressed collective bargaining from an employee-to-employee perspective by analyzing the impact decisions have on different groups.

Historical Antecedents

As shown in Figure A1, although union membership is steadily on the decline, the current economical and political climate makes them viable.

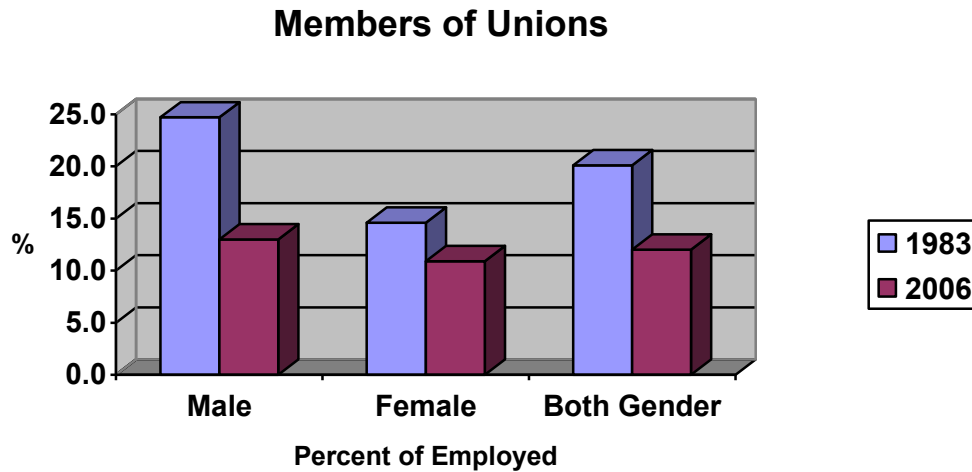


Figure 1: Decline of union members from 1983-2006

Unions have made their mark in the workplace; dating back to as early as in, the 1700's and are still a force today. According to Bureau of Labor Statistics (2003) union membership, has declined to 11.3 % for all union members. In the case of gender, Schur & Kruse (1992) found that women in the United States are more reluctant to join unions than their male counterparts, with 19.3% of employed males being union members versus 12.6% of employed females. Union membership, especially paying dues has always been a contentious subject. Recently, this debate of free choice versus mandatory union membership has been reinvigorated, with proponents and opponents of laws favoring each school of thought have battled on the benefits and rewards of both systems. The proponents of right-to-work laws have always argued, that these reluctant workers should have the free choice to decide, to be members or non-

members of unions. According to Davis and Huston (1995) in 1991, about 20 percent of private sector employees in union-shop states were union members while only 8 percent were members in right-to-work states. The supporters of mandatory unions have argued that right-to-work erodes protectionism and gives too much power to the employer.

According to Freeman & Medoff (1984) this decline in union membership was due to employer repression and labor laws, as shown in Figure 1 above.

Table 1: *Decline in union Membership as a percent of employed*

YEAR	MALES	FEMALE	BOTH
1986	24.7	14.6	20.1
2006	13.0	10.9	12.0

The growth of large institutions and the demand for new markets required these changes in employment practices and job changes. The largest union is the National Labor Organization (NLO) with membership of over a 100,000. According to Hamilton (2008) the first authentic strike took its roots in the United States in 1786, when journeymen printers in Philadelphia refused to work for any printing business that paid less than six dollars a week. The first union founded was the Federal Society of Journeymen Cordwainers in Philadelphia in 1794. Since then, collective bargaining has had its influences in law by inspiring and crafting many labor controls aimed at giving employment rights and justice to workers. Among the legislation passed by Congress were the Sherman Anti-Trust Act, in 1932 Norris LaGuardia Act, Wagner Act and Taft Hartley Amendments. In 1931, the passage of the Davis Bacon Act opened the door for wage and collective bargaining, with the court ruling that employers must pay prevailing wages on federal contracts. Unions have been a fabric of the American and political landscapes for

decades and have survived trying times in the history of the United States and the rest of the world. Their actions in collective bargaining have clearly paved the way for empowerment and employee rights; whether fighting for justice for the employee, better wages, better employment conditions or benefits, they have redefined the landscapes of industries and individuals alike.

The prominence of globalization and recent down turn in world economical markets, has created a condition of wage inequality in the labor markets. This concept is best recognized by Katz and Darbshire (2000) who claimed that the best way to reconcile these findings would be to recognize the diversity of labor market experience. Katz & Darbshire noted that the increase in wage inequality was due to restructuring of labor relations. Katz & Darbshire argued that a shift away from standardized wage setting model was responsible for the gap in equality of wages. Although this study addressed inequality and argued for standardization, it did not emphasize enough the role employer relations played in this system. This study focused on seven countries, and did not take into considerations the importance and impact of cultural dynamics and how they influenced and promoted inequality.

Katz (2002) explained that while there were diverse outcomes in the United States of America in collective bargaining, perhaps the most significant changes underway in U.S collective bargaining involved the decentralization of collective bargaining. While Katz has advocated for decentralization, it does not account for the reality that union membership has been rapidly eroding and that white-collar positions have far out-paced blue collar positions. Katz asserts that employers are taking advantage of the rise in non-union workers and the increase in globalization. This according to Katz is because of variation in employment practices. It can be argued, that the presence of non-union workers presents an unfair advantage for employers, who do not have the limitations and restrictions of collective bargaining agreements

and as such can form a much more menial relationship with non-union employees. While this study asserted a rise in non-union employees leads to a decrease in union employees, it did not acknowledge the fact that dismantling of standardization leads to higher wages and equality and should be a model unions should adopt to keep their employees in the labor conversation.

Boris (2004) noted historical impacts on many industries, in particular in blue-collar industries such as steel, transportation, clothing and textile, and mining. Most recently, collective bargaining among white-collar employees in academia has become the bane of existence for faculty and staff of many community colleges around the world. According to Boris (2004), in its thirty-year history, collective bargaining has become a fact of academic life at American colleges and universities. Boris noted that collective bargaining is extremely strong among two-year colleges and that it is necessary in negotiation of setting wages and benefits, especially among full time faculties. Boris asserts the need for union leaders and members to increase and maintain political visibility. While this research has reviewed tenure and collective bargaining, it does not account for economic factors, such as decreased funding to the institutions from the state government and current economical trends to eradicate collective bargaining in certain states.

In the global market place, the need for global participation force employers to bring to the forefront issues such as compensation, benefits and working conditions. The need to provide better pay and working conditions for workers are clearly the goals of all collective bargaining efforts.

Shimada (1999) discussed the regulations concerning work hours of white-collar employees and commented that as the performance based wage-system is more widely applied to

white-collar workers there are increasing calls to revise the linkage between working hours and wage, in order to restrict white-collar employees from coverage meant to regulate working hours.

In another study done in Newfoundland, it was determined that equal pay policies failed to address gender wage gaps. Hart (2002) argued that to understand the pay equity bargaining process in general, including any evidence of cooperation and conflict, a consideration of the complex intertwining of gender and class is crucial. The issue of fair wages has long been a bitter battle and a cause of disagreement for management and employees alike. The issues of gender pay and gaps in wages for female workers and minorities have always crossed the line throughout the history of the collective bargaining processes, with women and other minority groups wanting equal pay and fair treatment in the work-place. While we as a society have made significant inroads into these issues, this battle in the workplace will continue as long as the playing field is not level.

In recent history, the broadening of the job market and a demand for people with specialized skills have caused unions and employees alike to leverage and monopolize the job market with specialized skills. This created a barrier for individuals and organizations in their efforts to broaden their own horizons and adopt more open and cross-functional measures to leverage the full potential of their workforce. This concept broadened the idea of specialized labor and opened up the debate that certain positions are important relative to the demand for those skills and specialized knowledge. In a research done by Scheuer (1986), it was found that an individual position could be used by unions, particularly in professional white-collar jobs to be a bargaining chip against the employer. This can be generally true, however, it does not account for recessionary periods, where jobs are a scarce resource and employers hold the bargaining chips in negotiations.

Scheuer (1986) noted that relative to the position of the employee, their qualifications were a major factor. The historical antecedence of position in collective bargaining can be useful tool and can be a hindrance to organizations. This concept is a more a prevalent issue in career management among high-powered athletes and senior management of companies, where trust or lack of trust is the overriding factor that determines outcomes. According to Higgins & DeFargo (2009) due to the stressful nature of negotiations between labor and management, neither side trusts each other. A majority of employees indicated that felt that unions were a dues collecting machine, catering only to political bosses. In a study done in Japan among white-collar and blue-collar, administrative, and technical administrative positions to determine the attitudes of employees towards unions, Morishima (1993, p.610) asserted, "White-collar technical workers are less likely to have positive attitudes toward union organizations and other white-collar workers. It was also noted that blue-collar employees had a better perception of enterprise unions and felt that they made significant contributions to their pay and employment security.

The dominance of technology today, requires skilled labor and therefore creates a high demand for skilled white-collar employees. This literature review has revealed that these elements are critical to labor studies and has shown the need for research that examines this dynamic between white collar and blue-collar employees.

CHAPTER 3

METHODOLOGY

This section discusses the proposed methods that will be used to investigate the role unions play in the collective bargaining process and their impact on negotiations for white-collar versus blue-collar workers. The central premise is to determine, whether an employee's position in an organization impacts decision making during collective bargaining agreements. The main discussion will include information on ethical and confidential considerations, selection of design type, and selection of participants, data collection and protocols used for development of survey.

Ethics and Confidentiality

The names or identity of the participants will remain anonymous. All participants will participate at their free will and will not be required to sign any disclosures. The information gleaned from this study will be used to support or refute the research hypothesis. The intent of the study is to understand the roles unions play in the collective bargaining process and how negotiations are impacted among groups of employees.

Qualitative versus Quantitative Design

This research will employ a quantitative design to investigate the roles unions play in the collective bargaining process and its impact on negotiations for white-collar versus blue-collar employees. The method and design was preferred over qualitative approaches, because it allows for comparison of the differences between white-collar and blue-collar workers. This approach

will allow for quantification of data, which will be used to generalize results gathered from the sample population. A qualitative approach tends to be investigative in nature and conclusions cannot be easily drawn from the findings. Given the sample size and limitations with respect to time, it will be virtually impossible employ a qualitative approach, which would require forming focus groups and interviewing each of the perspective participants. In addition, qualitative approach to research tends to be non-statistical in nature and uses small sample sizes. This study will employ statistics, in an effort to compare the differences between the two groups.

Participants

The subjects will be blue-collar and white-collar employees, invited from two college campuses in New Jersey to participate in this study. The participants will be members of the New Jersey Employment Associations bargaining unit (NJEA). This bargaining unit will be selected based on the predominance of both white-collar and blue-collar employees. The participants will be notified by email through a global email account, which includes links to email for all college employees. The participants will consist of both males and females. The population will consist of at least 120 participants, who are college employees or have participated in the collective bargaining agreement process. The intent is to collect as many surveys as possible. Two hundred and twenty five invitation letters will be sent to all members of this collective bargaining unit.

Materials

A survey was created using Qualtrics software, in combination with Spector's, job satisfaction survey (JSS), which was found to be valid and reliable. The JSS assesses employee's attitudes towards their job. According to Spector (1985) this survey is a thirty six-item scale, with nine facets, which assesses employee's attitudes towards their jobs. The protocols for use

and scoring of this survey are defined in Appendix D. Since this research will investigate the role unions play in the collective bargaining process and the importance of position within an organization, employee's attitudes towards their jobs and level of satisfaction may contribute towards negotiation outcomes. This Qualtrics survey will be included in a link, within an invitation letter, which will be included in an emailed to all participants. The data from this survey will be collected and imported directly in to Statistical Package for the Social Sciences (SPSS), which will be used to provide analysis of the data gathered.

Research Design

Participants will have to rate their responses from 1 to 6 on a *Likert-scale*. The survey questions were derived to gather information of the participants and their attitudes. The first three items on the survey will assess demographics of all groups. The remaining items will assess attitudes towards job satisfaction. The participants will be asked to answer the survey questions based on their perceived satisfaction with their jobs as well as, perceptions of their union, whether it was felt that white-collar employees based on their position, receives preferential treatment during collective bargaining, and whether it was perceived, that management concessions to white-collar are more favorable. These items were developed for this study. Appendix E shows the reliability and internal consistency of each items, based on response of participants and statistical analysis.

Procedure

An invitation letter will be sent out to participants of this study, 1 week after IRB approval is received (Appendix B). Participants will access the survey by clicking on this link provide in the invitation letter (https://indstate.qualtrics.com/SE/?SID=SV_4I1E702IK9bGX6A). Each participant will be informed, that by accessing this link they are granting permission for

informed consent. A reminder letter will be sent to all participants after 1 week. The survey will be concluded four weeks after IRB approval. After the deadline, the data collected will be imported directly into SPSS.

Data Collection

Data collection for this research will begin after this proposal is completed and approved. The intent is to complete this research in the fall semester of 2011. The participants of this study will be fully informed of the nature and intent of the study.

Data Analysis

Descriptive statistics will be calculated to describe the sample. A *T-test* will be performed on the mean responses of the participants to determine if there are differences in perception between the two groups (white and blue collar). A correlation coefficient will be used to determine, if correlations exist between job satisfaction and collective bargaining outcomes.

CHAPTER 4

RESULTS

DATA ANALYSIS AND FINDINGS

Introduction

This chapter will describe analytical techniques used to handle the raw data collected, as well as findings, which are of importance to the hypothesis of this study. This chapter will focus on examining the results and summarizing them statistically.

Overview

The present study was designed to examine the role that Unions play in collective bargaining agreement and their impact on negotiations for white-collar versus blue-collar employees. A survey was conducted (Appendix A) and the relevant data was gathered. Overall, 120 participants were invited to participate. Fifty participants responded and logged on to the survey, forty-two started and completed most of the survey however 5 were incomplete. Approximately 36% of those invited to participate responded to most of the questions. According to Weible & Wallace (1998) the typical response rate for email surveys are 34.44%. Analysis was conducted on the data collected. The premise of this research was to investigate whether workers in white-collar positions in organizations receive more consideration by unions and management during the collective bargaining process and have a tendency to settle their contracts easier than that of blue-collar workers. Three fundamental research hypotheses were formed which included:

- White color employees will be favored to receive preferential treatment over blue collar (H1).
- Management concessions towards white-collar employees will be perceived to be more favorable than blue-collar employees (H2).
- Correlations between job satisfaction and collective bargaining outcomes may be related to perceived bias for white-collar employees (H3).

Demographic data

The demographic data collected and summarized in Table 2 indicates that 42% (n= 18) of the participants were male compared to 58% (n=25) female. The length of service performed by participants varied by years employed. Overall, 9% (n= 4) of participants reported being employed with the company 1 year or less, while 47% (n= 20) of the participants reported their length of service between 1 to 5 years. In addition, 12% (n= 5) of the participants surveyed reported their length of service between 6 to 10 years and another 12% (n= 5) between 11 to 15 years. Twenty percent (n=9) of the participants were employed for 15 years or more. There were 5 categories of position assessed, which included clericals, (42%, n= 18) professional union (33%, n= 14) public safety (21%, n=9), and union shop and non-union workers (2 %, n = 2) respectively. Overall, 70% (n = 28) of all responders were white-collar employees, compared to 30% (n= 12) blue-collar employees.

Table 2: Total response based on demographics

Gender	Response	Length of Service	Response	Positions	Response	Groups	Response
Male	42% n=18	Less than 1 yr	9% n=4	Clerical	42% n=18	White-collar	70% n=28
Female	58% n= 25	1 to 5 years	47% n=20	Professional-union	33% n=14	Blue-collar	30% n=12
		6 to 10 years	12% n=5	Public safety	21% n=9		
		11 to 15 years	12% n=5	Union shop	2% n=1		
		More than 15 years	20% n=9	Non-union	2% n=1		
Total %	100%	Total %	100%	Total %	100%	Total %	100%

Analytical Techniques

An ANOVA was performed on the sample of data collected, to ascertain significance between values and Spearman rank correlation coefficient was used to determine, whether relationship exists within the different variables. ANOVA is extremely important and provides stronger evidence in the case of multiple t-tests.

Description of Findings

The first determination was to investigate the first hypothesis (H1), which describes whether white-collar employees will be favored to receive preferential treatment over blue-collar employees. The ANOVA revealed a significant difference between white-collar and blue-collar workers in their perception of biases toward white collar-workers. When examining whether perceived positive biases occurred by the Company for white-collar employees, a significant difference was found between white collar and blue collar workers, $F(1, 39) = 8.245, p < .05$. White-collar employees ($M=2.97$) fell into the category of disagreeing with the statement, while blue-collar workers ($M= 4.0$) agreed with the statement that positive biases were perceived for white-collar employees by the company.

Hypothesis 2 (H2) examines whether management was perceived to make favorable concessions towards white-collar employees. The results of an ANOVA revealed that blue-collar employees perceive concessions to be more favorable towards white-collar employees, $F(1, 38) = 12.556, p < .05$. White-collar employees neither agreed nor disagreed with the statement ($M=3.11$) while blue-collar employees agreed with the statement ($M=4.42$).

Hypothesis 3 (H3) examines correlations between employee job satisfaction and collective bargaining outcomes. The Spector's Job Satisfaction survey (JSS) was used to score participants responses (Appendix D). The mean scores ranged from a minimum value of 7.05 to a maximum value of 21.50 for all 36 items. The overall score based on the sum of all 36 items, equals to 137. The results shows, no significant difference in overall job satisfaction between white and blue-collar employees. It should be noted that out of the sample, only 19 white-collar employees completed the questionnaire, compared to 4 blue-collar workers. In addition, there

were no correlations, between job satisfaction and collective bargaining or any of the other questions contained in the survey.

CHAPTER 5

DISCUSSION

Introduction

The previous chapter summarized and presented the results and findings of this study. This chapter will explain the meaning of the results presented in chapter 4.

Findings

The study investigated hypothesis one (H1), which examined whether the importance of white-collar employees in an organization leads to preferential treatment. The results of an ANOVA test as indicated by table 3, shows that blue-collar employees perceive that there are biases for white-collar employees. This result supports the hypothesis that the importance of white-collar employees in organization leads to preferential treatment.

While these perception exists among participants, this may be due in large part to participants own perceived biases or biases that are created within different classes of union employees. This idea of class conscious stands out as differentiating factor for union employee and creates a social structure that lends itself to preferential biases. As indicated by Locke (1973) a group of employee with a specialized skill may create closure and as such prevent other employees from undertaking certain work. Weaver (1975) points out that these attitudinal differences could be stemming from differences in levels of education and earnings.

Hypothesis 2 examined, whether management makes favorable concessions towards white-collar employees. The results support this hypothesis. Blue-collar employees perceive

management makes more favorable concessions towards white-collar employees. The coefficient shows significance at the .001 levels. Collective bargaining process should be salient to all groups that are involved. Weaver (1973) points out, while white-collar employees are important, blue-collar workers, may be employed in jobs, which requires more skill and carries more prestige. This has important implications in terms their value within the organization and as such makes it difficult for management to act in an impartial way towards any particular group. In addition, the ideas of creating dissatisfaction among one group, can lend itself to more interest in the collective bargaining process by having competing ideas. As Locke (1973) point out, the opportunity of some people to cause dissatisfaction are greater than their ability to cause satisfaction.

Hypothesis 3 examines correlations between employee job satisfaction and collective bargaining outcomes.

The results showed that there are no positive correlations between job satisfaction and perceived bias for white-collar employees and did not support the hypothesis. From the results, participants revealed that the organization did a great job to ensure that employees understood the organizational goals therefore; participants reported clarity and understanding of the goals of the organization. In addition, participants were extremely happy with their co-workers and work. Although participants were happy with their jobs, they did felt pay raises could be better. According to, Locke (1973) it was found that both the same classes of events lead to both satisfaction and dissatisfaction among white and blue-collar employees. Overall white-collar and blue-collar workers want satisfaction from their job. The degree of satisfaction or dissatisfaction arise based on the type of activities that each group values. Locke (1973) points out, that there are no differences between the two groups.

Recommendation and Implications

The present study investigated the roles unions play in collective bargaining as outlined in the method section of this study. This study has suggested that collective bargaining may lack the impartiality it requires to satisfy all groups of employees, regardless of position or status within the organization based on the perceptions of the workers themselves. It is important as administrators and people of interest in collective bargaining to employ good-faith practices and negotiate collectively in favor of all parties. This study contributes a body of knowledge, which advocates for the treatment and application of good-faith practices for all employees. It is important that management, make attempts to bridge the perceptual gaps, which exist between them and blue-collar workers. This would serve to promote better attitude towards work and enhance the perceptions of the collective bargaining process.

Limitations

This was a difficult study to conduct because of the nature of the study and the dynamics involved. Participants were very reluctant to complete the survey, for fear repercussions from management. Although, this study was presented as a study, independent of the employer study, participants felt the questions contained in the survey were too revealing. This coupled with current economic climate, made participants felt that participation could jeopardize their employment, and would reveal important traits to management. As a result, the sample size was compromise. It would have been more valuable to have a larger population to conduct this research. This would have given a much broader scope to perform much needed statistical analyses. In addition, participants who responded neutrally, on certain questions, did not serve this investigate well, because it was difficult to clearly define their position on certain questions.

Summary

Based on statistical evidence presented and trends in employment, this study poses many interesting scenarios, with respect to the values and emphasis place on different groups of employees in the work place. It was apparent from the investigation that preference based on affiliation; position and interactions were much privileged and valued. White-collar employees are perceived to enjoy a higher status as evidenced by the results; as a result, getting concessions were perceived as more favorable to them. Blue-collar employees, on the other hand, although represented, had less job satisfaction, esteem and were perceived to be the less privileged group, in the collective bargaining process.

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APPENDIX A

Survey



Indiana State University
More. From day one.

Gender

Male

Female

Position

Clerical Union Employee

Professional Union Employee

Public Safety/Facilities Department Union Employee

Union Shop Representative

Non-Union Employee

Are you considered

Blue Collar

White Collar

How long have you worked for this University?

Less than 1 year

1 - 5 years

6 - 10 years

11 - 15 years

More than 15 years

How much contact do you have with your direct supervisor?

None
 A little bit
 Some
 A lot
 Very much

Would you say that your relationship with your direct supervisor is positive or negative?

Very Negative
 Negative
 Somewhat Negative
 Somewhat Positive
 Positive
 Very Positive

Do you feel that your direct supervisor generally has the best interest of the company and its mission in mind?

Yes
 No

Please indicate how often your direct supervisor shows the following characteristics

	Not At All	Rarely	Sometimes	Most of the Time	All of the Time
Professionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict Resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fairness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to Motivate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Constructive Criticism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is your direct supervisor receptive to constructive criticism?

Yes
 No

Do you feel comfortable going to your direct supervisor with any problems or issues?

Yes
 No

Have you ever asked your direct supervisor to help you resolve a problem or an issue?

Yes
 No

Answer the following by selecting the best response that summarizes your feelings.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I feel that my Union stands for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are perceived positive biases by the Company for white-collar employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management makes more favorable concessions to white-collar employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collective bargaining process are biased.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are perceived positive biases for blue-collar employees by the Company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am very satisfied with what my Union does for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that my Union represents my best interest during collective bargaining.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

>>

APPENDIX B**Invitation letter**

Company X & Y

Cranford, NJ

July 20, 2011

To Whom It May Concern,

I am writing to seek your permission to participate in a study as a part of research requirements for my graduate studies. I am currently a student of Indiana State University. My proposed research thesis, will look at the role unions play in collective bargaining and their impact on negotiations for blue-collar versus white-collar employees. I would like to conduct a survey to a selected population of blue-collar and white-collar employees from your institution. Qualtrics software will be used, to generate the survey to collect the data. All individual data is stored within Qualtrics and Qualtrics supplies the summary data. No names or identity of the responders will be collected. The survey would be online for approximately 4 weeks. The overall time to complete the survey should be approximately 30 minutes.

Sincerely,

Deoram Persaud

APPENDIX C

Informed Consent Anonymous Survey

December 10, 2009

The Roles Unions Play in Collective Bargaining Processes and their Impact on Negotiations for Blue-Collar VS White-Collar Employee.

You are being invited to participate in a research study about the roles unions play in the collective bargaining process and their impact on negotiations for blue-collar versus white-collar employees. This research will attempt to demonstrate, white-collar employee receives more preference than that of blue-collar employees. Further, unions and management alike have tendencies to be lenient toward white-collar employees in positions of importance within the organization.

Deoram Persaud is conducting this study with guidance from Dr. Barbara Eversole, from the department of Technology Management at Indiana State University. This study is being conducted as part of my graduate student thesis.

There are no known risks if you decide to participate in this research study. There are no costs to you for participating in the study. The information you provide will only be used to prove the hypothesis of this research. The questionnaire will take about approximately 3 minutes to complete. The information collected may not benefit you directly, but the information learned

from this study may provide valuable insights into collective bargaining. This survey is anonymous. Do not write your name on the survey. This survey can only be completed once and it allows, each participant to answer each questions one by one. Once the first question is answered and the next button has been clicked, the participants will not be allowed to go back to the previous question. No one will be able to identify you or your answers, and no one will know whether you participated in the study. Individuals from Indiana State University and the Institutional Review Board may inspect these records. Should the data be published, no individual information will be disclosed.

Your participation in this study is voluntary. By completing and emailing it back, you are voluntarily agreeing to participate. You are free to decline to answer any particular question you do not wish to answer for any reason.

If you have any questions about the study, please contact:

Dr. Barbara Eversole

Indiana State University

If you have any questions about your rights as a research subject or if you feel you've been placed at risk, you may contact the Indiana State University Institutional Review Board (IRB) by mail at Indiana State University, Office of Sponsored Programs, Terre Haute, IN, 47809, by phone at (812) 237-8217, or by e-mail at irb@indstate.edu.

APPENDIX D

Protocols for Scoring JSS Survey

The Job Satisfaction Survey or JSS, as described by Spector (1998) has some of its items written in each direction, positive and negative. Scores on each of nine facet subscales, based on 4 items each, can range from 4 to 24; while scores for total job satisfaction, based on the sum of all 36 items, can range from 36 to 216. Each item is scored from 1 to 6 if the original response choices are used. High scores on the scale represent job satisfaction, so the scores on the negatively worded items must be reversed before summing with the positively worded into facet or total scores. A score of 6 representing strongest agreement with a negatively worded item is considered equivalent to a score of 1 representing strongest disagreement on a positively worded item, allowing them to be combined meaningfully. Below is the systematic procedure for scoring.

1. Responses to the items should be numbered from 1 representing strongest disagreement to 6 representing strongest agreement with each. This assumes that the scale has not be modified and the original agree-disagree response choices are used.
2. The negatively worded items should be reverse scored. Below are the reversals for the original item score in the left column and reversed item score in the right. The rightmost values should be

substituted for the leftmost. This can also be accomplished by subtracting the original values for the internal items from 7.

$$1 = 6 \qquad 2=5 \qquad 3=4$$

$$4= 3 \qquad 5=2 \qquad 6=1$$

3. Negatively worded items are 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, and 36. Note the reversals are NOT every other one.

4. Sum responses to 4 items for each facet score and all items for total score after the reversals from step 2. Items go into the subscales as shown in the table.

Subscale	Item numbers
Pay	1, 10, 19, 28
Promotion	2, 11, 20, 33
Supervision	3, 12, 21, 30
Fringe Benefits	4, 13, 22, 29
Contingent rewards	5, 14, 23, 32
Operating conditions	6, 15, 24, 31
Coworkers	7, 16, 25, 34

Nature of work	8, 17, 27, 35
Communication	9, 18, 26, 36
Total satisfaction	1-36

5. If some items are missing you must make an adjustment otherwise the score will be too low. The best procedure is to compute the mean score per item for the individual, and substitute that mean for missing items. For example, if a person does not make a response to 1 item, take the total from step 4, divide by the number answered or 3 for a facet or 35 for total, and substitute this number for the missing item by adding it to the total from step 4. An easier but less accurate procedure is to substitute a middle response for each of the missing items. Since the center of the scale is between 3 and 4, either number could be used. One should alternate the two numbers as missing items occur.

APPENDIX E

Reliability of Union Questions

Union satisfaction among white & blue-collar workers								
Spearman's rho		I feel that my Union stands for me.	There are positive biases by the Company for white-collar employees.	Management makes more favorable concessions to white-collar employees	Collective bargaining processes are biased.	There are positive biases for blue-collar employees by the Company.	I am very satisfied with what my Union does for me.	I feel that my Union represents my best interest during collective bargaining.
I feel that my Union stands for me.	Correlation Coefficient	1.000	.002	.062	.239	.318*	.767**	.634
	Sig. 2-tailed	.	.992	.695	.127	0.42	.000	.000
	N	43	42	42	42	41	43	42
There are positive biases by the Company for white-collar employees.	Correlation Coefficient	.002	1.000	.715	.172	.033	.063	.197
	Sig. 2-tailed	.992	.	.000	.277	.839	.694	.212
	N	42	42	41	42	41	42	42
Management makes more favorable concessions to white-collar employees	Correlation Coefficient	.062	.715	1.000	.468**	.175	.144	.189
	Sig. 2-tailed	.695	.000	.	.002	.279	.359	.238
	N	42	41	43	41	40	43	41
Collective bargaining processes are biased.	Correlation Coefficient	.239	.172	.468**	1.000	.408**	.503**	.397**
	Sig. 2-tailed	.127	.277	.002	.	.008	.001	.009
	N	2	2	41	42	41	2	2
There are positive biases for blue-collar employees by the Company.	Correlation Coefficient	.318*	.033	.175	.408**	1.000	.355*	.269
	Sig. 2-tailed	.042	.839	.279	.008	.	.023	.089
	N	1	1	40	1	1	1	1
I am very satisfied with what my Union does for me.	Correlation Coefficient	.767**	.063	.144	.503**	.355*	1.000	.764**
	Sig. 2-tailed	.000	.694	.359	.001	.023	.	.000
	N	3	42	43	42	41	4	42
I feel that my Union represents my best interest during collective bargaining.	Correlation Coefficient	.634**	.197	.189	.397**	.269	.764**	1.000
	Sig. 2-tailed	.000	.212	.238	.009	.089	.000	.
	N	2	2	41	42	41	2	2

*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).