THE EFFECTS OF THE CONFLICT SETTLEMENT PROCESS ON THE
EXPRESSED DEGREE OF ORGANIZATIONAL COMMITMENT

DISSERTATION

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By

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The purpose of this research was to study the effect of the conflict settlement process on the degree of expressed organizational commitment of employees in a collective bargaining setting. The research was done in a basic industry in northern Alabama. The instrument included the Organizational Commitment Questionnaire (OCQ) developed by Mowday, Porter, and Steers. Demographic variables measured were education, age, and sex. Main effects variables were tenure; union membership; and self-described experience with and feeling toward grievance/arbitration as a category 1 grievant, category 2 grievant, witness, and supervisor. Data were analyzed with hierarchical multiple regression. No statistically significant results were found. Limitations included the economic climate of the region and the industrial relations climate of the company.
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CHAPTER 1

INTRODUCTION

The purpose of this research was to study the effect that the conflict settlement process has on the degree of expressed organizational commitment of employees in a collective bargaining setting. Organizational commitment has been frequently measured in the last decade by Mowday, Porter, and Steers' Organizational Commitment Questionnaire (OCQ), and the results have been correlated with demographic variables\(^1\) and various

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behaviors in the workplace. According to Steers, work experience is more closely related to commitment than to any personal or job characteristics. This previous research suggests the need for the examination of additional variables in the work environment which might affect the degree of expressed organizational commitment. The resolution of conflicts in the work place is a work experience that prior to this study had not been empirically studied in conjunction with organizational commitment.

Statement of the Problem

The problem asked how the level of organizational commitment in a unionized setting was affected by experience with conflict settlement processes, controlling for demographics (age, sex, and education) and main effects variables (tenure; union membership; supervisory experience; experience with the conflict settlement process, either directly or indirectly; and feelings about the results of the conflict settlement process).

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Purpose of the Study

The purpose of this study was to explore the effect that utilization of the conflict settlement process had on each participant's degree of expressed commitment to the organization. Based on interviews with practitioners in management and labor, it was hypothesized that there would be an inverse relationship between the degree of organizational commitment and the level of experience with the conflict settlement process (with levels of experience ranging from none, to grievances only, to arbitration).

Hypotheses

From the various conflict settlement options available, the hypotheses researched dealt specifically with the grievance/arbitration procedures. The direction of the hypotheses is based on the predictions of various Business Agents (labor) and Industrial Relations Representatives (management) interviewed during the planning stage of this research. The hypotheses studied are as follows:

1. A nonsupervisory employee who has never filed a grievance will have a significantly higher level of expressed organizational commitment than one who has filed a grievance.

2. A nonsupervisory employee who has filed a grievance but has never been to arbitration will have a significantly higher level of
organizational commitment than one who has filed a grievance and gone to arbitration.

3. A supervisor who has never had a subordinate file a grievance will have a higher degree of commitment than one who has had a subordinate file a grievance.

4. A supervisor who has had a subordinate file a grievance but whose grievance has been settled before going to arbitration will have a higher level of organizational commitment than a supervisor whose subordinate has gone to arbitration.

Figure 1 graphically portrays the first four hypotheses:

![Graph](image)

**Key**
- Score 1 = Sum of items loading onto Factor 1
- Experience = Experience in the Conflict Settlement Process
- 0 = Has never filed a grievance
- G = Has filed a grievance; has never been to arbitration
- A = Has been to arbitration

Fig. 1. The degree of expressed organizational commitment correlates negatively with the level of experience in the grievance/arbitration process.
5. A supervisor who has held his or her job for less than one year and has had grievance(s) filed by his or her subordinates will have a lower degree of commitment than more experienced supervisors who have had subordinates file grievances.

A graphic portrayal of hypothesis 5 may be found in Figure 2.

![Graph showing the correlation between OCQ Score and Years of Supervisory Experience](image)

Fig. 2. The degree of expressed organizational commitment correlates positively with years of supervisory experience for supervisors whose employees have file grievances.

**Brief Synthesis of Related Literature**

**Organizational Commitment**

**Definition**

There is no universally accepted paradigm or construct for the term "organizational commitment." The most frequently cited definition in the
behavioral approach research\(^4\) is that of Porter, Steers, Mowday, and Boulian,\(^5\) which Reichers\(^6\) states is becoming increasingly synonymous with commitment. The definition of Porter et al. is multidimensional, involving:

1. a strong belief in and acceptance of the organization's goals and values;
2. a willingness to exert considerable effort on behalf of the organization; and
3. a definite desire to maintain organizational membership.

**Empirical Research**

The empirical research has centered around comparison of organizational commitment with job satisfaction;\(^7\) intent to remain with one organization;\(^8\) influence of tenure and job involvement;\(^9\) organizational

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\(^6\)Reichers, "Conflict," 508.


\(^8\)Ibid.; Steers, 54.

\(^9\)Stevens, Beyer, and Trice, 394, 399.
adaptability, turnover, and tardiness;\textsuperscript{10} job focus and hierarchical level;\textsuperscript{11} and sex and role conflict/ambiguity.\textsuperscript{12} Most pertinent to the current study are the following studies which correlate organizational commitment with various work experiences:

1. Reichers' 1986 research assessed tenure, conflicts, and commitment simultaneously. She found that perceived conflict between individual and managerial goal orientations is negatively associated with organizational commitment at a significant level, whereas tenure and commitment were not significantly related.\textsuperscript{13}

2. Fukami and Larson researched work experience (supervisory relationship and social involvement).\textsuperscript{14}

\textsuperscript{10}Angle and Perry, "Empirical Assessment," 9.
\textsuperscript{12}LaVan and Banner, 34.
\textsuperscript{13}Reichers, "Conflict," 512.
3. Blau\textsuperscript{15} reported that job involvement and organizational commitment have a stronger negative relationship with absenteeism and tardiness for non-union employees than they do for union employees.

**Organizational Commitment Questionnaire**

The Organizational Commitment Questionnaire (OCQ) was first introduced by Porter and his colleagues in 1974 and has been widely used since then to measure the multiple facets of organizational commitment.\textsuperscript{16} Morrow states that the OCQ (1) does not overlap with other work commitment measures (with one exception) nor with other life sectors, and (2) "demonstrates an exceptionally strong relationship to its conceptual definition."\textsuperscript{17}

Mowday, Porter, and Steers report a consistently high coefficient alpha (.82 to .93),\textsuperscript{18} an acceptable test-retest reliability (from $r = .53$ to $r = ...$


\textsuperscript{17}Ibid.

and "moderately acceptable levels of convergent, discriminant, and predictive validity" for the OCQ.

The full 15-item version OCQ will be used in this study to take advantage of the negatively worded items which "correlated more highly with the total scores than several of the positively phrased items [and to] guard against the acquiescence response tendency."

Conflict Settlement Techniques

Mary Parker Follett’s 1925 theory of integration was one of the earliest applications of psychological insight to industry’s problems. In 1959, Blake similarly called for interaction between conflicting parties. Today, these theories would be called collaboration. Labovitz describes

19Ibid.

20Ibid., 227.

21Ibid., 229.


win-win strategies using superordinate goals to resolve conflict. Techniques internal to the individual or the organization include ignore the conflict (Lawrence and Lorsch), change the structure (Thomas), make a decision for the subordinates (Shepard), clarify the issues for subordinates (Kolb and Shepard), or use collaborative problem-solving (Blake and Mouton; Webb).26

Third-party intervention techniques include conciliation, mediation, and arbitration. The latter dates back to King Solomon as well as to a Greek peace treaty around 338 B.C.27 The earliest U.S. conflict legislation was the Arbitration Act of 1888, passed in response to strikes in the railroad industry. World War II concerns about strikes that might impact the war effort stimulated the use of arbitration in the U.S.28

Expedited arbitration, a means of dealing quickly and less expensively with routine matters, began with the steel industry in 1972.29

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28Ibid., 13.

dispute resolution techniques include community centers, consumer complaint handlers, and mini-trials as well as facilitation, conciliation, and mediation.\footnote{Marcia L. Greenbaum, "Resolving Conflict--Without Conflicts of Interest," \textit{Negotiation Journal} 2.2 (April, 1986): 121-2.}

\textbf{Significance of the Study}

The literature search produced solid reasons for examining the work environment's effect on organizational commitment. According to Steers,\footnote{Steers, 54.} organizational commitment discriminates clearly between those who leave the organization and those who stay. Organizational commitment is also strongly related to intent to remain with the organization, according to Steers, who asserts that "work experiences were found to be more closely related to commitment than personal or job characteristics."\footnote{Steers, 53.} Fukami and Larson\footnote{Fukami and Larson, 367, 70.} similarly found that work experience is significantly related to organizational commitment.

Conflict is one particular area of work experience. Reichers' research found that perceived conflict between individual and manager goal orientation is negatively correlated with organizational commitment at a
significant level. According to Angle and Perry, commitment is also related to the organization's actions; in their research the dominant satisfaction variable was the organization's administration of the extrinsic parts of the job. Curry and his colleagues relate conflict to organizational commitment by demonstrating that distributive justice (fairness) is associated with high degrees of commitment. Brooke noted the importance of distributive justice to organizational commitment. This research suggests that the next step in empirical research is to study the effect that the conflict settlement process in a given workplace has on the degree of expressed organizational commitment, a process which has not been studied previously.

Conflicts are expected to arise periodically in the workplace. The conflict settlement process should be designed, from management's view, to return the employee to a productive mode as quickly as possible. From the union's view, the process should assist members in receiving what they perceive as fair treatment and in reducing frustration with the conflict

^Reichers, "Conflict," 512.


^Curry et al., 853.

settlement process. The grievance/arbitration method of resolving these conflicts was examined in this study to see how its use affects both management and employees' degree of commitment to the employing organization.

Angle and Perry's research[^38] with bus companies illustrates higher commitment in a cooperative, as compared to an adversarial, management climate. If the present research demonstrates a reverse progression in commitment from (1) those who have never filed a grievance, to (2) those who have filed but have never gone to arbitration, to (3) those who have gone to arbitration, then management might be encouraged to resolve employee complaints at the lowest possible level and to work toward the cooperative climate described by Angle and Perry.

**Definition of Terms**

*Organizational Commitment* is operationally defined, using the Porter definition, as having three components: (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a definite desire to

maintain organizational membership. Level of Commitment is operationally defined as a summing of the items on the OCQ. The term Supervisor in this study refers to first-line supervisor of craft/production workers.

Sample

The sample was drawn from a basic industry in northern Alabama. Skilled craft workers and first-line supervisors were selected for a proportionally stratified random sample which included both category 1 grievants (those who had filed grievances but had not been to arbitration) and category 2 grievants (those grievants who had been to arbitration).

Instrument

In order to devise a score that represented a participant’s level of organizational commitment, Porter’s Organizational Commitment Questionnaire (OCQ) was used. Mowday et al. published validity and reliability data on this instrument in 1982.\[39\]

\[39\]Porter et al., 604.

\[40\]Mowday et al., Linkages, 221-227.
Two items on the OCQ (numbers 4 and 9) have been questioned by Horn, Katerberg, and Hulin,\textsuperscript{41} as well as Reichers.\textsuperscript{42} Reichers states that these items are asking for behavioral intentions which are part of the result of commitment, rather than part of the construct of commitment.

Demographic and main effects variables supported by the research, as previously discussed, were used in the instrument as were questions related to the participants' experience with the conflict settlement process at the company. The instrument used appears in Appendix A.

**Procedures**

The research was first described to management's industrial relations representatives and to union business agents. Surveys were mailed to the selected sample and collected in a locked box at a neutral location.

The results were factor analyzed, and Hierarchical Multiple Regression was then utilized to assess the data. The significance of the data was tested with the one-tail $t$ test since all of the hypotheses were directional.

\textsuperscript{41}Peter W. Horn, Ralph Katerberg, Jr., and Charles L. Hulin, "Comparative Examination of Three Approaches to the Prediction of Turnover," \textit{Journal of Applied Psychology} 64.3 (1979): 288-9.

Limitations

This study has several limitations, which may be divided into the following categories: Demographic restrictions, research methodology, and lack of participation by the production workers.

Demographic Restrictions

Two factors resulted in a population that was demographically restricted: (1) The economic climate of the region; and (2) the labor relations climate in the plant studied.

Five years before this study, two of the three largest employers in the area closed their manufacturing plants rather than meeting union demands. The employees in the present study are members of a company that did not shut down. Therefore, they tend to be grateful for their jobs.

Further, the company studied had been involved in a significant arbitration case five years before the study. As a result of that case, the company has developed a more effective industrial relations policy, according to their labor relations representatives.

Research Methodology

Other limitations to the study pertain to research methodology, including (1) the development of the list of employees identified as having participated in grievances and/or arbitration, (2) conducting the survey by
mail, (3) voluntary participation in the study, and (4) the decision of the production workers’ union agent not to participate.

Population

The names of employees who were grievants or arbitrants were not available on the company’s computer listing. Industrial relations representatives of the company had to manually review their case files to determine when grievances, which in some instances led to arbitration, had been filed. The company offered to compile a list of those who had filed grievances for the previous five years. At the time, this appeared to be a reasonable time frame. However, in light of the restrictions described above, a longer time frame might have produced different results.

Mail Survey

When the project was initiated, plans were made to conduct the survey across the street from the plant. The selected employees were invited to come before and after their shifts, with a 50% participation rate anticipated. However, the company experienced manufacturing difficulties which caused potential respondents to work long hours during the research period. During the first attempt at data collection, only six workers returned the questionnaire to the designated off-site location.

After discussions with the company’s industrial relations representatives and with the Business Manager of the largest union, the
researcher continued the survey by mail. After two extensions, a 35% return rate was experienced.

Various options were discussed at this point. According to Cohen and Cohen's power analysis,\textsuperscript{43} 67 respondents were needed with the number of degrees of freedom in this study. Each person who received an invitation to participate could have been telephoned, additional letters could have been sent to the selected employees requesting their participation, or additional names could have been chosen. However, with the additional passage of time, there would have been threats to the validity of the study.

Also, the responses that had been received showed little variation in the demographics as well as in the OCQ scores. It appeared that the economic climate of the region and the industrial relations climate of the company, described earlier in this section, had had an impact on the study which would not be overcome with fifteen more responses.

\textbf{Voluntary Participation}

The nature of the research required voluntary participation by the randomly selected workers. It was the opinion of the host company that a more accurate measure of commitment would be obtained if it were clear that the company was not involved in the research process. The company's

perception proved to be true when the Business Agent for the production workers' union declined to participate in the research because he felt that the company's computer might be used to randomly select those employees who would be asked to participate.

Production Workers' Lack of Participation

The business agent for the production workers was willing to allow his union members to give their opinions of the conflict settlement process at the selected company. However, he was not willing to allow them to take the OCQ, nor did he wish to discuss the reasons for his position. It is noted that his union had a large number of members who were on layoff from the company.
CHAPTER 2

SYNTHESIS OF RELATED LITERATURE

The related literature is reported in two areas: (1) Organizational Commitment and (2) Conflict Settlement Techniques. The Organizational Commitment literature is subdivided into four sections: (1) What is Organizational Commitment? (2) How is Organizational Commitment Defined? (3) A summary of recent empirical research, and (4) the Organizational Commitment Questionnaire, the instrument used in this study. The Conflict Settlement Techniques literature consists of (1) techniques that are internal to the individual or the organization and (2) third-party intervention techniques.

Organizational Commitment

What is Organizational Commitment?

The term "organizational commitment" does not yet have a paradigm; that is, there is no universally accepted construct. Each author defines the term according to a personal construct or concept.

Porter and his associates (Mowday, Steers, and Boulian) are frequently cited in the organizational commitment literature, especially in
the area of behavioral approach research.¹ Reichers states that the concept of Porter et al. is "a collection of multiple commitments to various groups that comprise the organization"² which gives the most accurate picture of organizational commitment. Angle and Perry cite the multiple factors of Porter's concept in both their 1981³ and 1986⁴ publications.

Porter's work is generally described as attitudinal, as opposed to behavioral, by Scholl,⁵ Reichers,⁶ Price and Mueller,⁷ as well as Blau and Boal.⁸ However, some authors place Porter in other categories. Morrow


⁶Reichers, "Reconceptualization," 468.


classifies Porter's work as calculative and moral. Fukami and Larson state that Porter's work is based on exchange theory, but Morris and Sherman disagree, stating that Porter conceived the psychological approach.

A number of other authors have worked on various aspects of the organizational commitment construct. The following are listed in chronological order to give a sense of the development in this literature:

1. Becker saw commitment from a sociological viewpoint. He introduced the notion of side-bets (the rewards and costs of organizational membership) to the commitment literature to explain consistent behavior. Side-bets may be established consciously, culturally, or organizationally (due to bureaucratic rules).

Stevens, Beyer, and Trice state that Becker's work exemplifies exchange theory.

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2. Buchanan views commitment as a "partisan, affective attachment to the goals and values of an organization, to one’s role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth." Commitment, according to Buchanan, consists of three components: identification, job involvement, and loyalty.

3. Dubin, Champoux, and Porter found that workers who have a central life interest (CLI) in work also have high levels of organizational commitment.

4. Salancik, a social psychologist, states that most views of organizational commitment relate to an individual’s psychological bond to the organization. He prefers to look at the conflicting commitments of multiple roles/orientations of the individual.

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15 Buchanan, 533.


18 Ibid., 3.
5. Scholl looks separately at commitment and expectancy as two independent behavioral forces. In this way, he is able to go beyond exchange and expectancy theories.\(^\text{19}\)

6. Wiener, using the identification approach and agreeing with Buchanan,\(^\text{20}\) states that commitment is "an attitudinal construct, mediating between certain antecedents and outcomes."\(^\text{21}\) To Wiener, commitment is a motivational phenomena\(^\text{22}\) for which there are two determinants: (1) generalized loyalty and duty and (2) organizational identification.\(^\text{23}\) Wiener defines this identification as "the acceptance of organizational expectations and values as guides to ... behavior."\(^\text{24}\)

7. Angle and Perry, on the other hand, group the single-cause models of organizational commitment into (1) those that are member-based (Kiesler, 1971; Salancik, 1977; Becker, 1960; Hrebinia and Alutto, 1980).

\(^\text{19}\)Scholl, 589.

\(^\text{20}\)Buchanan, 533.


\(^\text{22}\)Ibid., 419.

\(^\text{23}\)Ibid., 422.

\(^\text{24}\)Ibid., 419.
1971) and (2) those that are organization-based (Buchanan, 1974; Brief and Aldag, 1980).25

8. Morrow discusses organizational commitment as having four dimensions, three for "organizational commitment" and one for "organizational identification." Her organizational commitment dimensions and the research to which she refers are (1) calculative, moral (Mowday, Steers, and Porter, 1979); (2) calculative (Hrebiniak and Alutto, 1972; Stevens, Beyer, and Trice, 1978); and (3) moral (Buchanan, 1974).26 She states that situational factors explain more of the organizational commitment variation than do personal factors.27

9. Reichers states that "organizational commitment can be accurately understood as a collection of multiple commitments to various groups that comprise the organization."28 Also, Reichers asserts that "commitment may perhaps be most accurately understood as a general (global) and a specific (commitment to one or more constituencies) construct."29

25Angle and Perry, "Organizational Commitment," 124-129.

26Morrow, 487.

27Ibid., 495.

28Reichers, "Reconceptualization," 469.

10. Williams and Hazer reviewed several models, looking for a causal relationship between job satisfaction and organizational commitment. They found that commitment had a more important effect on intent to leave than did satisfaction.\(^{30}\)

More recently, Brooke developed a model which hypothesizes that "commitment is causally determined by satisfaction and job involvement," with distributive justice an additional important dimension.\(^{31}\)

In summary, organizational commitment was initially viewed from a sociological viewpoint with the idea that side-bets explained consistent behavior. Exchange and expectancy theories also attempted to explain this phenomenon. Both single-cause models and multiple cause models have been suggested. In addition, studies have examined the relationship of job satisfaction to organizational commitment.

How is Organizational Commitment Defined?

After reviewing the concepts of organizational commitment, it is appropriate to seek a definition of the term. However, the operational


definition of organizational commitment tends to vary as much as the concept. In a review of the literature, Reichers found three groups of definitions:

1. Side-Bets - Commitment is a function of the rewards and costs associated with organizational membership; these typically increase as tenure in the organization increases" (Becker, Farrell, and Alutto).

2. Attributions - "Commitment is a binding of the individual to behavioral acts that results when individuals attribute an attitude of commitment to themselves after engaging in behaviors that are volitional, explicit, and irrevocable" (Kiesler; O'Reilly and Chatman; Salancik).

3. Individual/organizational goal congruence - "Commitment occurs when individuals identify with and extend effort towards organizational goals and values" (Porter, Angle and Perry).

The frequently cited 1974 definition of organizational commitment of Porter, Steers, Mowday, and Boulian, which Reichers states is becoming increasingly synonymous with commitment, is multidimensional, indicating:

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32 Reichers, "Reconceptualization," 468. This citation refers to the three groups of definitions quoted.


34 Reichers, "Conflict," 508.
1. a strong belief in and acceptance of the organization's goals and values;
2. a willingness to exert considerable effort on behalf of the organization;
and
3. a definite desire to maintain organizational membership.

Buchanan\textsuperscript{35} refers to this definition as having been used by Porter as early as 1968 in an unpublished manuscript.

Other definitions appearing in the literature are the following:

1. Kiesler (1971) defines commitment in psychological terms as incurring "the pledging or binding of the individual to behavioral acts"\textsuperscript{36} with cognitive resistance being closer to his definition of commitment than is an irrevocable choice.\textsuperscript{37} He interprets commitment "as a behavioral phenomenon which effectively freezes attitudes or makes them more

\textsuperscript{35}Buchanan, 533.


resistant to change [,] ... a behavioral action which solidifies cognition; which, in essence, can affect one's definition of self."

2. Scholl defines commitment as "A stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function."

3. Wiener offers this definition: Commitment is "the totality of internalized normative pressures to act in a way that meets organizational goals and interests."

4. LaVan and Banner define commitment as "the extent to which employees identify with organizational goals, value organizational membership and intend to work hard to attain the overall organizational mission."

5. Porter, Steers, Mowday, and Boulian call commitment "the strength of an individual's identification with and involvement in a particular organization."

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38Ibid., 142.

39Scholl, 593.

40Wiener, 421.


42Porter et al., 604.
6. Price and Mueller simply define the term as "loyalty to the organization."43

7. Curry, Wakefield, Price, and Mueller define commitment as "the extent to which an employee identifies with and is involved in an organization."44

These definitions of organizational commitment vary considerably despite the increasing body of literature which supports the multi-faceted dimensionality of Porter and his colleagues. This study uses the increasingly accepted definition of Porter, Steers, Mowday, and Boulian, cited above.

Empirical Research

The empirical research on organizational commitment is arranged here in chronological order so that the progression of ideas is evident. The work of Blau provided the insight for the research in this study.

A study of members of the American Society for Personnel Administrations was conducted by Ritzer and Trice.45 They concluded that

43Price and Mueller, 70.


organizational commitment is a quality found in those with low-status jobs which have no meaningful base to which to commit. The personnel managers studied had a dual commitment to their organization and to their profession because of the nature of their jobs.

In 1974, Porter and colleagues Steers, Mowday, and Boulian introduced the Organizational Commitment Questionnaire (OCQ). They stated that organizational commitment discriminated more clearly between those who stayed and those who left than did job satisfaction. In 1975, Porter co-authored a study, with Dubin and Champoux, of blue-collar and clerical workers in which the OCQ was used in conjunction with a measure of central life interest (CLI). These researchers found that workers who have a CLI in work also display a high degree of organizational commitment. In 1977, Steers reported that commitment was strongly related to intent to remain with an organization, whereas performance was generally unrelated to commitment. Stevens, Beyer, and Trice state that both role and exchange theories help

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46Porter et al., 605.
47Dubin, Champoux, and Porter, 417.
48Ibid.
49Steers, 513.
50Stevens, Beyer, and Trice, 394.
to explain commitment. According to these authors, positive influences on commitment evolve from tenure and job involvement; negative influences result from workload. Also, a manager with a positive attitude toward change tends to be less committed to the organization.\footnote{Ibid., 389-90.}

In 1981, Angle and Perry, reporting on a study of bus operators, found that organizational commitment was positively associated with organizational adaptability for employees and negatively associated with turnover and tardiness.\footnote{Angle and Perry, "Empirical Assessment," 9.} In the same year, Morris and Sherman developed a multivariate model of organizational commitment in order to show the generalizability of Steers' theoretical framework across differences in job focus, hierarchical level, and organizations.\footnote{Morris and Sherman, 523.}

In 1983, Angle and Perry compared the member-based model (intrinsic rewards) of Kiesler and Salancik with the organization-based model (extrinsic rewards) of Buchanan, Steers, Brief and Aldag, and others. Angle and Perry demonstrated that extrinsic satisfaction is the clearly dominant model.\footnote{Harold L. Angle and James L. Perry, "Organizational Commitment: Individual and Organizational Influences," Work and Occupations 10.2 (1983): 139.}
In 1984, Bateman and Strasser reported on a longitudinal multivariate analysis, finding that "overall satisfaction is not a cause of commitment but rather a result of it." While this appears to be a well-planned study, the authors do not report a factor analysis. Curry, Wakefield, Price, and Mueller question the failure of Bateman and Strasser to take measurement error into account as well as their insufficient statistical controls. By using the same type of employees and similar time lags, Curry and colleagues found no causal effects over time in either direction. They did, however, conclude that routinization and distributive justice (organizational structure factors) had the strongest effect on organizational commitment.

Fukami and Larson discovered that their organizational commitment model was less successful in predicting union commitment than it was in predicting company commitment, while work experience variables (supervisory relations and social involvement) were significantly correlated with both company and union commitment.

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55 Bateman and Strasser, 107.
56 Curry et al., 848-92.
57 Ibid., 852.
58 Ibid., 853.
59 Fukami and Larson, 367, 370.
According to LaVan and Banner, "women employees with advanced educational background do not differ significantly from their male counterparts in the ... organizational commitment relationship,"\(^{60}\) although feelings of role conflict/ambiguity were related to organizational commitment for men only.

In 1986, O'Reilly and Chatman\(^{61}\) studied university employees and students on the psychological attachment to the organization. Identification and internalization were positively related to prosocial behavior and negatively related to turnover. Reichers,\(^{62}\) assessing tenure, conflicts, and commitment simultaneously, found that perceived conflict between individual and managerial goal orientations is negatively associated with organizational commitment at a significant level, whereas tenure and commitment were not significantly related.

Angle and Perry continued their research with bus companies, reporting in 1986\(^{63}\) that dual (labor union and company) commitment was higher in cooperative labor-management climates and relatively stronger for

\(^{60}\)LaVan and Banner, 34.


\(^{62}\)Reichers, "Conflict," 512.

\(^{63}\)Angle and Perry, "Dual Commitment," 41-2.
more active union participants. Also in 1986, Blau\textsuperscript{64} reported that job involvement and organizational commitment have a stronger negative relationship on absenteeism and tardiness for non-union employees than they do for union employees, while seniority has a stronger positive relationship on absenteeism and tardiness of union employees than it does for non-union employees.

Organizational Commitment Questionnaire (OCQ)

The Organizational Commitment Questionnaire, first introduced by Porter and his colleagues in 1974, has been widely used since then to measure the multiple facets of organizational commitment.\textsuperscript{65} Morrow states that, with one exception, (1) it does not overlap with other work commitment measures nor with other life sectors, and (2) it "demonstrates an exceptionally strong relationship to its conceptual definition."\textsuperscript{66} Angle and Perry state the the OCQ measures a form of commitment that is "conceptually very close to work involvement."\textsuperscript{67}

The OCQ is a 15-item questionnaire with a 7-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." Several items

\textsuperscript{64}Blau, 14-15.

\textsuperscript{65}Ibid., 491.

\textsuperscript{66}Ibid.

\textsuperscript{67}Angle and Perry, "Empirical Assessment," 7.
(numbers 3, 7, 9, 11, 12, and 15) are negatively phrased to reduce response bias. The results of the 15 items are summed and then averaged to produce one score of employee commitment. Some research has been conducted with a 9-item OCQ, omitting the negatively phrased items. Although the internal consistency of the 9-item scale approximates the full 15-item scale, the authors of the instrument caution researchers who are tempted to use the shorter form that "several of the negatively worded items ... correlated more highly with the total score than several of the positively phrased items." Also, the authors warn that removing the negatively worded items might increase the acquiescence response tendency.

Mowday, Porter, and Steers\(^70\) published support of the OCQ includes the results of factor analyses in which the authors state that the results prove the homogeneity of the OCQ items. It is noted that only two factors loaded, although the authors state there are three factors in their organizational commitment construct.


\(^{69}\)Ibid.

\(^{70}\)Ibid., 223.
Angle and Perry\(^1\) did report loading on all three factors, but only one factor could be clearly interpretable. However, by clustering items that had high inter-correlations, "three composite scales with acceptable alphas were created."\(^2\) These were labeled (1) treatment by the organization, (2) personal influence, and (3) accomplishment.

**Validity and Reliability**

Multiple and diverse samples of the working population of the United States were used to test the psychometric properties of the OCQ. Two thousand sixty-three employees "in a wide variety of jobs in nine different public and private work organizations"\(^3\) were subjected to a variety of analyses, including the OCQ. The researchers focused on internal consistency, reliability, test-retest reliability, convergent as well as discriminant validity, means, standard deviations, and norms.

Estimates of internal consistency were calculated, using coefficient alpha, item analysis, and factor analysis. Coefficient alpha was consistently high, ranging from .82 to .93. Item analysis results ranged from .36 to .72.

\(^1\)Angle and Perry, "Individual and Organizational Influences," 134.

\(^2\)Ibid.

\(^3\)Mowday, Porter, and Steers, *Linkages*, 220.
which suggests "that the 15-items of the OCQ are relatively homogeneous with respect to the underlying attitude construct they measure."\(^7\)

Factor analyses were performed for both the 15-item scale and the 9-item scale. The latter omits the negatively worded items which correlate slightly less highly with the total score than the positive one in the 15-item analysis. According to Mowday, Porter, and Steers, the results demonstrate that "the items are measuring a single common underlying construct."\(^8\)

Test-retest reliability results ranged from \(r = .53\) to \(r = .75\) for periods ranging from 2 to 4 months.\(^6\) Mowday, Porter, and Steers report that this is similar to test-retest reliabilities in the area of job satisfaction.\(^7\)

Mowday, Porter, and Steers demonstrated evidence of convergent validity in four ways. First, using six diverse samples, they correlated the OCQ with the Sources of Organizational Attachment Questionnaire, which differed structurally from the OCQ. Validities ranged from .63 to .74.\(^8\) Next, they examined correlation with "intent to remain," one of the three constructs of organizational commitment. In four studies, they found

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\(^7\)Ibid., 223.
\(^8\)Ibid., 223.
significant correlations. Third, they examined the correlation between organizational commitment and "motivational force to perform and intrinsic motivation." Correlations in four studies ranged from .35 to .45, which the authors term a "moderate relationship." Fourth, in a study of commitment expressed by retail employees, the OCQ correlated with $r = .60$, with independent ratings of commitment by the employees' supervisors.

In order to determine that organizational commitment is a variable that is unique from other job-related attitudes, the OCQ was compared with three attitude measures: job involvement (Lodahl and Kenmer), career satisfaction (a 3-item measure), and job satisfaction (JDI). The comparison with job involvement ranged from $r = .30$ to $r = .56$ across 4 samples; with career satisfaction, $.39$ to $.40$ across 2 samples; and with the JDI, a median correlation of $.41$. The authors find these results to be an acceptable level of discriminant validity. They state that the percentage of variances "did not exceed 50% and was generally less than 25% for most relationships."^81

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79 Ibid., 225.

80 Ibid., 224-5.

81 Ibid., 226.
Criticisms

Although the OCQ appears to be generally accepted as a valid and reliable measure, Reichers\textsuperscript{82} questions the inclusion of items 4 and 9, stating that those two items reflect information that is the result of commitment rather than part of its construct, a criticism first raised by Hulin and his colleagues.\textsuperscript{83}

According to Price and Mueller,\textsuperscript{84} the major problem with the OCQ is that the authors did not factor analyze their items with items that are designed to measure other concepts. Price and Mueller feel that the factor analysis is needed in order to assess discriminant validity. Price and Mueller also feel that "there is some ambiguity in their work regarding the conceptual distinction between commitment and satisfaction."\textsuperscript{85}

Summary of Organizational Commitment Literature

Organizational commitment has been researched over the past few decades, but there is still no consensus on a construct or operational definition. Porter, Steers, Mowday and their colleagues, taking the behavioral approach, have developed a much-cited multi-faceted definition

\textsuperscript{82}Reichers, "Reconceptualization," 469.

\textsuperscript{83}Richard Mowday, University of Oregon, letter to author, April 7, 1987.

\textsuperscript{84}Price and Mueller, 81.

\textsuperscript{85}Ibid.
and a frequently-utilized instrument, the OCQ, to measure organizational commitment. Recently, the validity of the instrument has been questioned in terms of two items in the OCQ. The concern about these two items may be handled through the data analysis methodology.

Conflict Settlement Techniques

The Conflict Settlement Techniques literature review includes not only third-party resolutions but also techniques that are internal to the organization and to the individual. The internal techniques cover Follett's integration and Blake's interaction theories, which are forerunners of collaboration and win-win solutions. Internal solutions include personality variables which affect preferred solutions; individual responses

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to conflict (avoid, accommodate, compete, compromise, collaborate);\textsuperscript{91} and improvement in communication techniques.\textsuperscript{92} Third-party techniques involve conciliation, mediation, and arbitration.\textsuperscript{93}

Internal Techniques

Mary Parker Follett applied "psychological insight and the findings of the social sciences to industry."\textsuperscript{94} One of her concerns was conflict, which she believed could be constructive. She recommended resolution of conflict through a process she called integration.\textsuperscript{95} Today, her technique would be referred to as collaboration. In "Creative Experience," Follett gave three


\textsuperscript{95}Ibid., 131-2.
ways to resolve conflicts: Domination, compromise, and integration.

Integration involves bringing the differences into the open, facing the real issues, and devising creative solutions.

Blake makes similar recommendations. As early as 1959, his process included interaction, discussion, and decision. Blake believed that conflicts should be resolved through functions relations which maintained the identity of each group as opposed to three other options: (1) eliminating contact between groups through isolation; (2) uniting the two groups into one; and (3) allowing the stronger of the groups to dominate. According to Blake, interaction can occur through direct negotiation; the use of an intermediary; exchange of personnel; allowing a judge to decide; letting a panel devise solutions with superordinate goals; and intergroup therapy to improve the relationships between the groups.

In 1964, Blake, Shepard, and Mouton discussed various underlying assumptions about conflict and patterns for coping with conflict. Their

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96 However, Daniel A. Wren lists four in The Evolution of Management Thought, 2d ed. (New York: John Wiley & Sons, 1979), 327. Wren lists (1) voluntary submission of one side; (2) struggle and the victory of one side over the other; (3) compromise; or (4) integration.

97 Follett, 31.

98 Ibid. 32, 36, 38.

99 Blake, 87.

100 Ibid., 88-93.
recommendation for achieving "mutually rewarding and satisfying agreement"\textsuperscript{101} was a process called problem-solving through joint efforts by the group experiencing conflict.\textsuperscript{102} In their matrix, which plotted high stakes versus low stakes and active response versus passive response, problem-solving is used where there are high stakes and an active response. Compromising, bargaining, or splitting the difference is appropriate for moderate stakes, and peaceful coexistence or smoothing over the differences is matched with low stakes.\textsuperscript{103}

Later, Blake and Mouton developed the Interface Conflict-Solving Model.\textsuperscript{104} This model is an alternative to the conventional approaches involving organizational and third-party techniques: cooperating by edict; negotiating by representatives of groups in conflict, in which advocates of each group attempt to be heroes rather than capitulators; replacing the leader; rotating personnel between groups; restructuring the organization or utilizing matrix reporting lines; creating formal and informal liaison

\textsuperscript{101}Blake, Shepard, and Mouton, 154.

\textsuperscript{102}Ibid.

\textsuperscript{103}Ibid., 13.

positions; and utilizing outsiders in the form of facilitators, mediators, and arbitrators.\textsuperscript{105}

Blake and Mouton's six-step model for interfacing include these conditions: (1) commitment to resolution of conflict must be obtained from the level of management that has the authority to make necessary changes, and (2) key members of each group in the conflict must be willing to participate in the process.\textsuperscript{106} The six steps in their model may be summarized as follows:

1. Each group involved develops the optimal model to effectively address its problems and needs.
2. These models are then consolidated through a joint effort.
3. Each group describes the actual relationships between the groups.
4. These perceptions are consolidated with a joint picture.
5. Plans for change are jointly made.
6. Follow-up dates are established to review groups' progress and plan for any needed changes.\textsuperscript{107}

Labovitz describes win-win techniques for solving conflict as those strategies which focus on ends or goals problem-solving processes and the

\textsuperscript{105}Blake and Mouton, \textit{Solving Costly Organizational Conflicts}, 11-16.

\textsuperscript{106}Ibid., 17-18.

\textsuperscript{107}Ibid., 18.
establishment of superordinate goals. This approach uses "[participatory]
management techniques in order to gain consensus and commitment to
objectives."\textsuperscript{108}

Derr describes three ways to handle conflict: collaboration,
bargaining, and the power-play.\textsuperscript{109} He recommends a contingency approach
to the mode selected, tailoring the method to the conflict situation.\textsuperscript{110}

Jones and White, using MBA students, empirically linked personality
characteristics with preferred conflict resolution methods.\textsuperscript{111} The personality
variables studied included affiliation, deference, aggression, and
Machiavelianism. These variables led to the preferred methods of (1)
smoothing, (2) forcing, and (3) confrontation as ways to resolve conflict.\textsuperscript{112}
In Jones & White's study, the "smoothing mode of conflict resolution was
negatively correlated with task effectiveness at ... [approximately] ... the
same level ... as the confrontational mode was effective in a positive

\textsuperscript{108} Labovitz, 182.

\textsuperscript{109} C. Brooklyn Derr, "Managing Organizational Conflict," in The
\textit{Dynamics of Organization Theory: Gaining a Macro Perspective}, 2d ed.,
John F. Veiga and John N. Yanouzas (St. Paul: West Publishing Company,
1984), 294.

\textsuperscript{110} Ibid., 300.

\textsuperscript{111} Jones and White, 163.

\textsuperscript{112} Ibid., 158.
direction."\(^{113}\) Jones and White also recommend a contingency approach to resolving conflicts.\(^ {114}\)

Muniz and Chasnoff\(^ {115}\) describe two levels of conflict in the workplace: (1) superior-subordinate and (2) peer-peer. They suggest six steps for the manager to take to successfully confront conflict: (1) awareness of conflict, (2) decision to confront, (3) confrontation, (4) determination of the locus of conflict, (5) determination of the outcome and further steps, and (6) following through.\(^ {116}\)

Heckscher,\(^ {117}\) in looking at the conflict between labor and management, suggests multilateral negotiation as a conflict resolution technique. Shell's chemical plant in Canada and General Motors' Saturn Project are his examples of how this technique works. In each instance, employees are organized into multidisciplinary teams which virtually eliminate job classifications. He recognizes that this process could be used only by strong unions that would not be destroyed by the fragmenting effect caused by being just one of several parties to the multilateral negotiation.

\(^{113}\)Ibid., 165.

\(^{114}\)Ibid.

\(^{115}\)Muniz and Chasnoff, 34.

\(^{116}\)Ibid., 37-8.

Mauer and Flores\textsuperscript{118} suggest that conflict in the workplace should be defined as anything that is a problem or a conflict in the perception of the employees. Since employees tend to feel that management lacks sufficient expertise about the job and the work circumstances that are subject to conflict, (1) pushing the conflict resolution procedures down to the operational level and (2) allowing greater employee participation in the process through the use of employee advocates and peer review will move employees toward a greater degree of commitment to the organization.

Kolb and Glidden\textsuperscript{119} restate the standard techniques for conflict resolution, incorporating earlier literature:

1. Ignore (Lawrench and Lorsch, 1967);
2. Change the structure (Thomas, 1976);
3. Decide on a solution and tell subordinates (Sheppard, 1983);
4. Clarify the issues for the subordinates, presuming this will lead to agreement (Kolb and Sheppard, 1985); and
5. Utilize collaborative problem-solving intervention (e.g., Blake and Mouton, 1984; Walton, 1969),

\textsuperscript{118}George W. Mauer and Jeanne Flores, "From Adversary to Advocate," Personnel Administrator 31.6 (June, 1986): 53, 54, 58.

\textsuperscript{119}Deborah M. Kolb and Priscill A. Glidden, "Getting to Know Your Conflict Options," Personnel Administrator 3.6 (June, 1986): 78-80.
Kolb and Glidden then list some additional options for resolving conflicts:

6. Arbitration formalizes the process of making a decision. This is a medium-range option in their model.\textsuperscript{120}

7. Another medium-range option is mediation, which adds compromise to the standard option of clarifying the issues.\textsuperscript{121}

In the Kolb and Glidden model for conflict resolution, the appropriate dispute management techniques themselves had three dimensions:\textsuperscript{122}

1. Determining whether the issue characteristics are simple or complex;

2. Considering both the past relationships of the parties and their likely future interaction; and

3. Determining how much control the manager must retain over the substance and form of the outcome, and, determining the manager's level of skill in handling conflict resolution.

Wilcox, Wilcox, and Cowan\textsuperscript{123} pose six guidelines of behavior for reducing the negative aspect of conflict for managers:

\textsuperscript{120}Ibid., 81, 89.

\textsuperscript{121}Ibid., 82.

\textsuperscript{122}Ibid., 84-5.

1. Be aware that the initial attitude of the parties often predicts the outcome.

2. Establish conflict guidelines prior to potential conflict.

3. Don’t assess blame.

4. Attempt various types of solutions; be creative.

5. Use collaborative problem-solving techniques with clear, consistent solutions.

6. Follow-through on promises made.

Third-Party Intervention Techniques

Webb’s review of third party intervention literature in Great Britain and the United States includes these techniques:

1. Conciliation, in which the third-party acts as an intermediary with no substantive contribution. This technique works well in a cooperative labor-management climate but produces additional antagonism where there are opposing commitments.\(^{124}\)

2. Mediation, which is content- as well as process-oriented intervention. Mediators "facilitate concession-making without loss of face."\(^{125}\) There tend to be three stages of mediation:

\(^{124}\)Webb, 250.

\(^{125}\)Ibid.
establishment of a bargaining range, tentative exploration of possible settlements, and the final decision-making.\textsuperscript{126}

3. Arbitration, which is decisive intervention. This includes final offer arbitration, "where 'effectiveness' is assessed in terms of lack of use."\textsuperscript{127} Webb notes that the arbitrator is involved in the process by authoritatively defining the facts from conflicting versions.\textsuperscript{128}

Webb criticizes the research in conflict resolution for committing questions of psychological interest and concentrating on viewing any settlement as effective rather than building causal models that include the values or perspectives of the parties.\textsuperscript{129} She suggests that students in laboratory studies do not appreciate the significance of various types of intervention.\textsuperscript{130} She recognizes the problems in establishing a model which would match the type of intervention needed to the type of dispute, such difficulties include the amounts of time required, the fact that it may be

\textsuperscript{126}Ibid., 251.

\textsuperscript{127}Ibid., 253.

\textsuperscript{128}Ibid., 255.

\textsuperscript{129}Ibid., 248, 253, 255.

\textsuperscript{130}Ibid., 253.
difficult to quantitatively analyze case materials, and the fact that material may be controversial to the interested parties.\textsuperscript{131}

Elkouri and Elkouri\textsuperscript{132} point out that the use of arbitration dates back at least to King Solomon and that a Greek peace treaty circa 338 B.C. specified the use of arbitration to resolve disputes. Arbitration in the United States legislatively started with the Arbitration Act of 1888 to respond to strikes in the railroad industry.\textsuperscript{133} The use of arbitration was stimulated by World War II when the National War Labor Board was created by executive order to forestall strikes which might negatively affect the war effort.\textsuperscript{134}

Expedited arbitration began in the steel industry in 1972 as a means of dealing more quickly with routine complaints that did not have long-term

\textsuperscript{131}Ibid., 249-50.


\textsuperscript{134}Elkouri and Elkouri, 13.
impact on contract disputes. More recently, Greenbaum discussed the types of services offered as alternative dispute resolution (ADR). The formal groups include the American Arbitration Association (AAA), and the Federal Mediation and Conciliation Service (FMCS). Greenbaum was the President of the Society of Professionals in Dispute Resolution (SPIDR) in 1986. In addition, a number of community dispute resolution centers, consumer complaint handlers, and individuals offer a wide range of services from facilitating, conciliating, and mediating to fact-finding, arbitration, mini-trials, and "rent-a-judge."  

Summary of Conflict Settlement Techniques Literature

A wide variety of conflict settlement techniques are available for use in the workplace, ranging from better communication and fact-finding to improving group interrelationships to involving third-party interventions. Some of these techniques have been in use for nearly two thousand years. Collaborative problem-solving was more recently described by Follett in

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137 Ibid.
1925. The current vogue is to use various alternate dispute techniques rather than utilizing the costly and time-consuming method of going to court. The particular method involved in this study is arbitration.
CHAPTER 3

RESEARCH METHODOLOGY

Procedures for Collection of Data

In order to encourage participation in this research, the researcher met with management industrial relations representatives and with the elected business agents who represent the 12 craft unions active in the company selected. A letter describing the research (Appendix B) was given to each of the Business Agents prior to beginning the research. Before any member of the sample population was contacted, the approvals of the company and the unions were obtained.

After a discussion with both the Industrial Relations representatives of the company and the Business Manager of the largest craft union, it was decided that (1) the researcher should mail the questionnaires to the sample of the employees, and (2) the completed questionnaires would be deposited in a locked box at an off-site location that was convenient for the participants. A letter (Appendix C) describing the research was enclosed with a copy of the questionnaire (Appendix A). These were sent to each of the sample’s randomly selected employees and to randomly selected first-line supervisors. Instructions asked the respondents to deposit the completed
form into a locked box at the credit union across the street from the plant. The researcher retained the only key to the locked box. After the questionnaire was mailed, it was discovered that the off-site location had stored the locked box and that an employee of that organization was collecting the responses. A subsequent postcard mailing (Appendix D) again requested participation.

The Population

The population of this study resided in northern Alabama. The basic industry sample was drawn from 900 skilled craft workers and 100 first-line plant supervisors, who are in charge of both craft and production workers. Approximately 16% of the craft workers had filed grievances in the last five years and 2 percent of those grievances had been taken to arbitration by the union.

Selection of the Sample

The company provided the population's names and addresses; the researcher selected a proportionally stratified random sample which included those who had been involved in arbitration as grievants.

The company prepared, by hand, separate lists of employees who had (1) filed grievances but who had not gone to arbitration (Category One Grievants) and (2) filed grievances and had gone to arbitration (Category
Two Grievants). Eight percent of each list was selected to participate in the study. Every seventh name from the remaining population was then selected. This methodology produced a proportionally stratified sample.

Research Design

Sample Size

Using Cohen and Cohen's power analysis,¹ it was determined that, with 17 degrees of freedom and a significance level of .05, a sample size of 67 was needed. A .05 significance was used because this was the first empirical research examining the impact of the grievance/arbitration process on the degree of organizational commitment. Based on Emory's comments,² a 30% to 70% return rate was expected from a mail survey. The median of 50% was anticipated for this study.

The empirical studies which compared organizational commitment with work experience, thus providing the $R^2$ value in the power analysis, were those by Fukami and Larson³ and Reichers.⁴ These studies achieved


an $R^2$ of .27 and .29, respectively. Using the power analysis described by Cohen and Cohen, using the power analysis described by Cohen and Cohen, a desired sample size with 17 degrees of freedom is 67 with an $R^2$ of .29 and power of .80

**Dependent Variable**

The dependent variables in this study were the dimensions of organizational commitment as defined by factor analysis.

**Independent Variables**

The independent variables were divided into the (1) demographics and (2) main effects variables.

**Demographic Variables**

The education variable was divided into two considerations: (1) the amount of education completed, in ranges, and (2) whether or not the participant was currently enrolled in a post-high school course.

The age variable was considered in the following ranges: under 21, 21-25, 26-35, 36-49, 50-59, and 60 or over.

The sex variable was the typical male or female.

**Main Effects Variables**

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*Cohen and Cohen, 117-118.*
The tenure variable was divided into three categories with each one in ranges: (1) seniority with the company, (2) seniority with the plant, and (3) years in current position. Supervisory experience was considered in three categories: (1) none, (2) one year or more, and (3) less than one year.

Union membership was simply "yes" or "no."

Experience with arbitration, which is the unique contribution of this study in relation to organizational commitment, was divided into four areas:

1. **Self-described experience with grievance/arbitration in the last five years**: none, filed grievance only (question 27), grievant in arbitration, witness at arbitration (question 26), indirect exposure (question 27), supervisor dealing with grievance only (question 28), and supervisor whose subordinate went to arbitration (question 28).

2. **Number of times in arbitration in the last 5 years**: none, once, 2 - 5 times, 5 - 10 times, and more than 10.

3. **Feeling about the conflict settlement process as a result of direct experience with it**: does not apply, won at least once, lost, and draw.

4. **Feelings about the conflict settlement process as a result of indirect experience with it** (question 26): the process works well; the process does not work well.
Hierarchical Multiple Regression was the primary statistical method used to test the correlation between the self-expressed commitment on the OCQ and the experience with arbitration when controlling for seniority, tenure, age, sex, and education. Multiple Regression Correlation (MRC) is a robust method of determining the nature of covariance of the variables studied, looking at "the 'whole' relationship of a factor to the dependent variable, as well as of its partial (unique, net) relationship."

After entering the dependent variable, SCORE, so-called to indicate that it is the SCORE when the items that loaded on the first factor were summed, the independent variables were entered in the following order: education completed, age, experience with arbitration as a grievant, experience with arbitration as a witness, results of being a grievant, supervisory experience with grievance/arbitration, and results of a supervisor with grievance/arbitration.

Testing of Hypotheses

The hypotheses are all directional, so the one-tail t test, reported within the SPSSx package, determined the significance of the data. Interaction between the variables was also tested.

\[^6\text{Cohen and Cohen, 3.}\]
CHAPTER 4

DATA ANALYSIS AND RESULTS

Frequency Analysis

After the participants' answers were transferred to Opscan sheets, frequencies were tallied for each response. There were 50 valid responses. This was a 30% response rate, which was lower than anticipated, despite a follow-up letter to sample members (Appendix D).

Factor Analysis

Using SPSSx, the frequencies were factor analyzed to test the dimensionality of the instrument, recognizing those questions which must be reverse coded (questions 3, 7, 9, 11, 12, and 15). The varimax converged in 12 iterations, listing four factors, shown in Table 1.

| TABLE 1 |
| FACTOR ANALYSIS: A SUMMARY |

Factor 1: Willingness to exert considerable effort on behalf of the organization (the second item in the Mowday, Porter, and Steers' definition):
Table 1--Continued,

<table>
<thead>
<tr>
<th>Question #</th>
<th>Abbreviated Meaning</th>
<th>Item Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Talk up organization</td>
<td>.84</td>
</tr>
<tr>
<td>5</td>
<td>Similar values</td>
<td>.79</td>
</tr>
<tr>
<td>1</td>
<td>Exert extra effort</td>
<td>.69</td>
</tr>
<tr>
<td>6</td>
<td>Proud of organization</td>
<td>.65</td>
</tr>
<tr>
<td>14</td>
<td>Best organization</td>
<td>.61</td>
</tr>
</tbody>
</table>

**Factor 2:** Strong belief in and acceptance of the organization's goals and values (the first item in the Mowday, Porter, and Steers' definition):

<table>
<thead>
<tr>
<th>Question #</th>
<th>Abbreviated Meaning</th>
<th>Item Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Glad organ. chosen</td>
<td>.69</td>
</tr>
<tr>
<td>7(R)(^a)</td>
<td>Different organ. okay</td>
<td>.68</td>
</tr>
<tr>
<td>8</td>
<td>Organ. inspires best work</td>
<td>.59</td>
</tr>
</tbody>
</table>

**Factor 3:** A definite desire to maintain organizational membership (the third item in the Mowday, Porter, and Steers' definition)\(^b\):

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\(^a\)Reverse Coded.

Table 1--Continued.

<table>
<thead>
<tr>
<th>Question #</th>
<th>Abbreviated Meaning</th>
<th>Item Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td>9(R)</td>
<td>Would leave organ.</td>
<td>.79</td>
</tr>
<tr>
<td>11(R)</td>
<td>No gain by staying</td>
<td>.71</td>
</tr>
<tr>
<td>4</td>
<td>Accept any job to stay</td>
<td>.51</td>
</tr>
</tbody>
</table>

**Factor 4:** Loyalty, Duty (Price and Mueller's definition of commitment;\(^c\) one of Buchanan's three components;\(^d\) a separate dimension according to Wiener)\(^e\)

<table>
<thead>
<tr>
<th>Question #</th>
<th>Abbreviated Meaning</th>
<th>Item Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td>3(R)</td>
<td>Little loyalty to organ.</td>
<td>.77</td>
</tr>
<tr>
<td>15(R)</td>
<td>Mistake to join organ.</td>
<td>.74</td>
</tr>
<tr>
<td>12(R)</td>
<td>Disagree with policies</td>
<td>.48</td>
</tr>
<tr>
<td>13</td>
<td>Care about fate of organ.</td>
<td>.43</td>
</tr>
</tbody>
</table>


Reliability

Only the first factor has an acceptable reliability, .81. (The others are .69, .64, and .61, respectively.) Consequently, only the scores from the five items that loaded onto factor one were summed and used as the dependent variable in the hierarchical multiple regression. This variable is called "SCORE" to indicate that it is the score when the items that loaded on the first factor were summed.

Analysis of Hypotheses

None of the results obtained with this sample proved to be significant. In other words, these results could have occurred by chance.

Hypotheses 1 and 2 predicted that the less experience the employee has with the grievance/arbitration process the greater will be the degree of expressed organizational commitment, whether the employee is the grievant or the witness and regardless of the results. (See Table 2) In this sample, that prediction held true only for those who were witnesses, based on the direction of the correlations which resulted. However, the supervisor's perception of the results (SGRSLTS) agreed with the prediction. These results are listed in Table 2. Category 2 Grievants revealed a positive beta; that is, those who went to arbitration as a grievant were more committed to the organization than those who had not been to arbitration.

Participants' age and education correlated positively with SCORE regardless
of their grievance/arbitration experience. However, these results could have occurred by chance in this sample.

**TABLE 2**

**COMPARISON OF HYPOTHESES 1 AND 2**

**WITH RESULTS OF DATA ANALYSIS:**

**NONSUPERVISORY EMPLOYEES**

H1. A nonsupervisory employee who has never filed a grievance will have a significantly higher level of expressed organizational commitment than one who has filed a grievance.

H2. A nonsupervisory employee who has filed a grievance but has never been to arbitration will have a significantly higher level of organizational commitment than one who has filed a grievance and gone to arbitration.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Beta</th>
<th>F Significance</th>
<th>T Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>.093</td>
<td>.534</td>
<td>.534</td>
</tr>
<tr>
<td>Age</td>
<td>.206</td>
<td>.336</td>
<td>.182</td>
</tr>
<tr>
<td>Category Two</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grievant</td>
<td>-.005</td>
<td>.540</td>
<td>.977</td>
</tr>
<tr>
<td>Witness</td>
<td>-.111</td>
<td>.612</td>
<td>.466</td>
</tr>
</tbody>
</table>
Table 2—Continued.

| Results in arbitration | .056 | .732 | .714 |

Hypotheses 3 and 4 predicted that the less experience the supervisor has with the grievance/arbitration process the higher will be the expressed organizational commitment, regardless of results. Thus, a negative beta was predicted. These results were not found for this sample. The more experience the supervisors had with the grievance arbitration process, the higher the degree of commitment. (See Table 3.)

TABLE 3
COMPARISON OF HYPOTHESES 3 AND 4 WITH RESULTS OF DATA ANALYSIS: SUPERVISORY LEVEL OF EXPERIENCE WITH THE GRIEVANCE/ARBITRATION PROCESS

H3. A supervisor who has never had a subordinate file a grievance will have a higher degree of commitment than one who has had a subordinate file a grievance.

H4. A supervisor who has had a subordinate file a grievance but whose grievance has been settled before going to arbitration will have a
higher level of organizational commitment than a supervisor whose subordinate has gone to arbitration.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Beta</th>
<th>F Significance</th>
<th>T Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisory experience</td>
<td>.203</td>
<td>.652</td>
<td>.247</td>
</tr>
</tbody>
</table>

Another way to look at Hypotheses 3 and 4 is to examine the supervisors' perceptions of the subordinates' results in arbitration. From this viewpoint, the sample did produce the predicted negative beta for the supervisors' perceptions of the results of the grievance/arbitration process (SGRSLTS). This means that those with no experience in the process demonstrated a higher degree of expressed organizational commitment than those who had subordinates go to arbitration. Those who felt their subordinates won more than they lost were more committed to the organization than those who believed that their subordinates lost more than they won. (See Table 4.)
TABLE 4
RESULTS OF DATA ANALYSES: SUPERVISORS' PERCEPTIONS OF SUBORDINATES' RESULTS IN GRIEVANCE/ARBITRATION

<table>
<thead>
<tr>
<th>Variable</th>
<th>Beta</th>
<th>F Significance</th>
<th>T Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>SGRSLTS</td>
<td>-.234</td>
<td>.730</td>
<td>.605</td>
</tr>
</tbody>
</table>

Hypothesis 5 predicted that, regardless of results of the grievance/arbitration process, the supervisor with one year or more of experience as a supervisor will have a higher degree of expressed organizational commitment than a supervisor with less than one year of supervisory experience. (See Figure 2, page 5) This hypothesis is dealt with specifically in question 30, which predicts a positive slope. Due to the lack of variability in the sample, inadequate information was gathered to test Hypothesis 5.

Impact of the Independent Variables

Although none of the results were significant, it is appropriate to examine the results narratively. The supervisors’ perceptions of the results in arbitration (SGRSLTS) account for the largest amount of shared variance, 9.5%, while EDUCATION accounts for the smallest amount of
shared variance. The variables in this factor, however, account for only 42% of the variance. Therefore, the other factors, which did not have a sufficiently high reliability with this sample to be analyzed, together describe over half of the variance in the group.

Factors 2, 3, and 4 may not be clearly reliable in terms of the OCQ, but they may explain how the grievance/arbitration procedure affects other aspects of the commitment construct. When a different sample is studied, it may be productive to look at each variable within each factor separately to establish all two-way correlations. Interactions, which are a higher order effect, were not calculated for this sample since the lower order effects were not significant. In a sample with more variance in the raw data, it would also be appropriate to analyze the residuals.

AGE caused the largest change in the F tests. AGE correlates positively with the summation of the responses to the OCQ (SCORE), which measures commitment.

The results of the arbitration process, for both arbitrants (G/AEXP) and supervisors (SGEXP), make the least unique contribution to understanding the variances of the independent variables entered. This is anticipated in hypotheses 1 and 2, which predict that regardless of the outcome, just being in the process affects the degree of commitment.
In reviewing the impact that the independent variables had on each other, cooperative suppression was seen with EDUCATION, AGE, ARBWITNS (serving as a witness during arbitration), and SGRSLTS (the supervisors' perceptions of the results of arbitration). Classical suppression (r and partial correlation are of opposite signs) occurs for the ARBITRANT. Both ARBITRANT and SGRSTS show redundancy.

The lowest correlation with the dependent variable SCORE is .026, the ARBITRANT variable, which examines the amount of experience the participant has with the grievance/arbitration process. This suggests that employees may file grievances and still be committed to the organization. The reason for this result may be that grievances are filed in order to improve the working conditions of that employee who desires to stay with the organization. The OCQ frequently has been used in the literature to measure the commitment or the intent to remain and then compared to the behaviors of absenteeism and turnover. The committed employee is described as one who has a low rate of absenteeism and who intends to remain. The correlative in the conflict settlement process would be that the committed employee would have a low number of grievances. But if the employee perceived that some discipline was unfair and could lead to termination, a grievance would be filed because the employee wished to
remain with the job. This suggests that the hypothesized behaviors may vary in actuality.

The highest positive correlation with SCORE is .085, education. This suggests that in this sample, the more educated employee is more committed to the organization.

The highest negative correlation is -.099, ARBWITNS. This suggests that the more frequently a non-supervisory employee appears as a witness in an arbitration hearing, the less committed to the organization that employee becomes. However, this result could have occurred by chance with this sample.

With semipartialing, removing that part of the variable which overlaps with other independent variables and not touching that part of the variable that overlaps with SCORE, ARBITRANT had the lowest value (.02); when the part that overlaps with SCORE is also removed, the same independent variable has the lowest statistic (-.021). This suggests that the IV is worth measuring.

The MRC was not run a second time without items 4 and 9 to address Reichers' concerns due to the obvious demographic restrictions in this sample.
CHAPTER FIVE

SUMMARY AND CONCLUSIONS

No statistically significant results were found when the hypotheses were tested with this particular sample. However, the demographic restrictions due to the economy of the area may explain the results of this study. The study appears to be worth repeating with a different sample in a different geographic area since the results obtained did provide slopes in the predicted directions. The OCQ is a measure of commitment that focuses on a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership. The sample for this study produced a reliable factor only for the second dimension, willingness to exert considerable effort for the organization.

The OCQ has been used frequently in studies relating to absenteeism and turnover. Employees who were committed to the organization had lower rates of both behaviors. Arbitration experience may well exhibit a different behavior, since those who file grievances are taking an action which may be interpreted as trying to improve their working conditions or
trying to correct the impact of an action by the organization. Therefore, the outcomes may vary when the conflict settlement process is an independent variable since filing a grievance may be an expression of confidence in the organization's values. Further studies with other samples are needed.

Future research on these hypotheses will involve an in-depth study of the economic climate of the region before any company or union is contacted about participation. Further study should include various types of industries to determine whether or not the results can be repeated in different types of workplace settings.

If significant results are found, then interactions between the variables should be examined. Alternative hypotheses would be explored, too.

Organizational commitment has been operationally defined in this study as multidimensional and in accordance with the definition offered by Porter, Steers, Mowday, and Boulian in 1974. This definition includes an acceptance of the goals and values of the company, a willingness to exert considerable effort on behalf of the company, and a desire to remain with the company. In 1977, Steers wrote that work experience is closely related to organizational commitment. Arbitration may be considered as part of
that work experience and part of the distributive justice that Curry et al.
and Brooke related to organizational commitment.
APPENDIX A

ORGANIZATIONAL COMMITMENT AND THE

CONFLICT PROCESS
ORGANIZATIONAL COMMITMENT
AND THE CONFLICT SETTLEMENT PROCESS

Personnel Research
December 2, 1987
Your name was randomly selected from a list of employees and first-line supervisors at Reynolds Alloys plant to participate in this personnel research. Your participation is voluntary and anonymous.

In this booklet you will be asked to express your opinions in response to a series of questions. Your answers to these questions and to the demographic questions will be marked in the booklet.

Your answers will be compiled with those of the rest of the people in the survey. Only the researcher will see your individual answer sheet. Please do NOT put your name on the answer sheet.

It is important to the research that you answer EVERY question in the booklet.

THANK YOU for participating in this research project. A copy of the compiled results and the researcher’s discussion of the results will be provided to the Industrial Relations Department of Reynolds Alloys Plant and to the Business Agents of the unions represented in this plant.

SAMPLE QUESTIONS: Place a mark in one of the seven columns provided to respond to these sample questions. Show your degree of agreement or disagreement with each statement using these alternatives:

(1) Strongly disagree (2) Moderately disagree (3) Slightly disagree
(4) Neither agree nor disagree (5) Slightly agree (6) Moderately agree
(7) Strongly agree

1. Chocolate ice cream is the very best there is, regardless of which company makes it. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

2. Given a choice between any American car and any American truck, I would choose a regular-size pickup truck because it is so useful. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

3. I prefer to watch the evening news at 10 p.m. rather than 6 p.m. because the reports are more complete. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

Organizational Commitment Questionnaire
Mowday, Steers, and Porter
Journal of Vocational Behavior, 1979

Instructions: Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working (Reynolds Alloys Plant), please indicate the degree of your agreement or disagreement with each statement by choosing one of these seven (7) alternatives for each statement:

(1) Strongly disagree (2) Moderately disagree (3) Slightly disagree
(4) Neither agree nor disagree (5) Slightly agree (6) Moderately agree
(7) Strongly agree
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

2. I talk up this organization to my friends as a great organization to work for. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

3. I feel very little loyalty to this organization. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

4. I would accept almost any type job assignment in order to keep working for this organization. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

5. I find that my values and the organization's values are very similar. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

6. I am proud to tell others that I am part of this organization. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

7. I could just as well be working for a different organization as long as the type of work were similar. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

8. This organization really inspires the very best in me in the way of job performance. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

9. It would take very little change in my present circumstances to cause me to leave this organization. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

10. I am extremely glad that I chose this organization to work for over the others I was considering at the time I joined. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

11. There's not too much to be gained by sticking with this organization indefinitely. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

13. I really care about the fate of this organization. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

14. For me, this is the best of all possible organizations for which to work. [ ] [ ] [ ] [ ] [ ] [ ] [ ]

15. Deciding to work for this organization was a definite mistake for me. [ ] [ ] [ ] [ ] [ ] [ ] [ ]
The questions asked below are important to the research being conducted. Please answer every question. Circle the letter to indicate your choice after you have read all choices.

16. How many years have you been with Reynolds Metals?
   a. Less than one year
   b. One to three years
   c. More than three years but less than five years
   d. Five to ten years
   e. More than ten years

17. How many years have you been with Reynolds Alloys Plant?
   a. Less than one year
   b. One to three years
   c. More than three years but less than five years
   d. Five to ten years
   e. More than ten years

18. How many years have you been in your current position?
   a. Less than one year
   b. One to three years
   c. More than three years but less than five years
   d. Five to ten years
   e. More than ten years

19. Are you a supervisor?
   a. No
   b. Yes for one year or more, supervising craft workers.
   c. Yes for one year or more, supervising production workers.
   d. Yes for less than one year, supervising craft workers.
   e. Yes for less than one year, supervising production workers.

20. How many years of education have you completed?
   a. Less than 12 and no high school diploma or GED.
   b. High school diploma or GED.
   c. 13 to 14.
   d. 15 to 16 but no bachelor's degree.
   e. Bachelor's degree.
   f. Graduate work.

21. Are you currently enrolled in a post-high school course?
   a. Yes
   b. No

22. In which age range are you as of today's date?
   a. Under 21
   b. 21 - 25
   c. 26 - 35
   d. 36 - 49
   e. 50 - 59
   f. 60 or over
23. What is your sex?
   a. Female
   b. Male

24. Are you a union member?
   a. Yes
   b. No

25. How many times have you been in arbitration in the last five years as the grievant?
   a. None
   b. Once
   c. Two to five times
   d. Six to ten times
   e. More than ten times

26. How many times have you been to arbitration in the last five years as a witness for any party?
   a. None
   b. Once
   c. Two to five times
   d. Six to ten times
   e. More than ten times

27. The results of my experience with the grievance procedure may best be described as
   a. Does not apply since I have never filed a grievance.
   b. I have filed grievance(s) which has/have been settled before going to arbitration.
   c. I have won at least once in arbitration.
   d. I feel that I have lost in arbitration.
   e. My experience as a participant with arbitration might best be described as a draw.
   f. While I have never been directly involved with grievances or arbitration, I have had friends/co-workers who have. I feel that the grievance process works well.
   g. While I have never been directly involved with grievances or arbitration, I have had friends/co-workers who have. I feel that the grievance process does not work well.

If you hold a supervisory position, please complete the next two questions:

28. As a supervisor, my experience with the grievance process might best be described as
   a. I have never had an employee file a grievance.
   b. One or more of my employees filed grievance(s), but none have gone to arbitration.
   c. One or more of my employees filed grievance(s), and I have been to arbitration.

29. As a supervisor, the results of my experience with the grievance procedure might best be described as
   a. Does not apply since none of my employees have ever filed a grievance.
   b. My subordinates have won more grievances/arbitrations than they have lost.
   c. My subordinates have lost more grievances/arbitrations than they have won.
   d. The results of grievances/arbitrations have been about evenly divided between my subordinates and management.
APPENDIX B

LETTER TO BUSINESS AGENTS
Dear Mr. [name]:

As an elected Business Agent for employees at Reynolds Metal, Alloy Plant, your awareness of my proposed research involving some of your members is important. I am a doctoral candidate at North Texas State University, Denton, Texas, in the area of Personnel and Industrial Relations. The research is required to complete that degree.

The survey instrument to be completed by randomly selected participants should take approximately 15 minutes to complete. No written comments are required; participants will simply fill in boxes to express their degree of agreement or disagreement with written statements. They will also be asked to fill in boxes describing such demographic information as length of time with the company (in ranges, rather than specific number of years), education, and so forth. They will also be asked whether or not they have had experience with the grievance system and some general opinions in that area — again filling in boxes next to written statements.

Each randomly selected participant will receive a copy of the enclosed letter asking them to take part in the research. Each Business Agent will receive a copy of the results; each participant may request his/her own copy of the results by detaching the slip at the bottom of the form and sending it to the researcher. NO ONE at Reynolds Metal will see the individual answer sheets.

If you have any questions about the research and would like to talk with me before the survey date, please call the Industrial Relations Office and leave a message for me. Let me know when would be the best time to contact you. You may also leave a message for me at Calhoun State Community College in Huntsville, 205/882-9426.
APPENDIX C

LETTER OF INVITATION TO EMPLOYEES
APPENDIX C

[date]

Your name has been randomly selected from employees at Reynolds Metal, Alloys Plant, as a possible participant in some original research for my dissertation in Personnel and Industrial Relations. As a participant, you will be given a brief form to complete by filling in boxes which express your opinion. You will also be asked to fill in boxes which best describe, in broad ranges, your length of time with Reynolds, with the Alloys Plant, and in your present position, as well as some other general information about yourself. The surveys will be collected by the researcher. NO ONE at Reynolds Metal will see the original answers sheets, nor does anyone at Reynolds know who has been chosen. To further assure anonymity, you will not identify yourself on the response sheet. Participation is voluntary. The survey is not being conducted on company time so that you may feel free to express your own opinions. It should take approximately 15 minutes to complete the survey.

As a randomly selected participant, you may request a copy of the results of the survey by completing the form at the bottom of this letter regardless of whether or not you participate. These slips can be mailed to the address shown, or they may be dropped in a separate envelope at the time you complete the survey. The list of names and addresses will be destroyed once the results have been mailed. Because this is a dissertation project, it could take several months to analyze the data and prepare the report.

There will be a collection box for the completed forms beneath the Swap Board at the Listerhill Credit Union from [date] until noon on [date]. The box will be unlocked and opened by the researcher.

Your participation in this research project is appreciated.

Cut on the dotted line below:

To: Nancy Kauffman, North Texas State University, P. O. Box 13677, Denton Texas 76203. Please send a copy of the results of the research conducted at Reynolds Metal, Alloy Plant to

Name

Street Address Apt. # 

City State Zip
APPENDIX D

FOLLOW-UP POSTCARD TO SAMPLE MEMBERS
PERSONNEL RESEARCH

The Effect of the Conflict Settlement Process
on Organizational Commitment

Due to the January weather, the collection period for this survey has been extended to noon, 2/1/88. The locked box is at the Listerhill Credit Union under the Swap Board.

Your participation is appreciated!
BIBLIOGRAPHY

Organizational Commitment


Williams, Larry J., and John T. Hazer. "Antecedents and

Conflict Settlement Techniques


