

The Role of Participatory Union Leadership and Union Commitment throughout an Organizational Change Process in a Healthcare Setting

LERA 2009 Conference Paper presented by Julie Sadlerⁱ

Introduction and Overviewⁱⁱ

The present paper investigates the relationship between union members' views about the participatory style of the union leadership, commitment to the union, and commitment to the nursing home. Understanding the relationship between union leadership, union commitment, and organizational commitment in a nursing home setting during a change process is important for multiple theoretical and practical reasons. From a theoretical perspective, there is relatively little research on the role unions play in orchestrating an organizational change process (Iverson, 1996). This omission is particularly concerning as unionization efforts within healthcare are on the rise and are increasingly successful (Clark and Clark, 2003; Clark, Clark, Day, and Shea, 2001) and U.S. healthcare system is a system in flux marked by extreme change. The U.S. healthcare system is encountering increasing scrutiny regarding quality of care and costs with many political, industry, and civic actors mandating significant changes in the current U.S. healthcare system. (Hayes, O'Brien-Pallas, Duffield, Shamian, Buchan, Hughes, Spence Laschinger, North, and Stone, 2006; Tai, Bame, and Robinson, 1998; Yin and Yang, 2002; Price and Mueller, 1981a, b).

The present study addresses these questions and investigates the intersections between an employee's relationship with the union, his/her employer, and commitment to the organization, with implications for the change process discussed (Iverson, 1996). This paper is part of an

ongoing research project documenting and explaining the outcomes of a change process, specifically the adoption of Electronic Medical Recording (EMR) in nursing homes.ⁱⁱⁱ To address some of these questions, first, I review a fairly diverse set of research streams, while identifying specific hypotheses for the present study. Next, I share some preliminary results from the first wave of the two-wave, longitudinal study. Following the results, I include a general discussion and limitations of the present study.

How organizations manage and plan for change has been the subject of many research studies and practitioner-oriented articles. Unfortunately, there has been minimal investigation about the role unions play in fostering readiness, acceptance, and implementation of change in an employing organization. One notable exception was Iverson's 1996 study in an Australian hospital undergoing large-scale change. He developed and tested a causal model, predicting acceptance of organizational change directly from organizational commitment and environmental variables, and indirectly (via organizational commitment) from personal variables, job-related variables, and environmental variables^{iv}. Of particular relevance to the present study, Iverson (1996) found that union membership negatively and significantly related to organizational commitment, and organizational commitment in turn significantly related to acceptance of change. Additionally, Iverson found that union membership had a negative and significant direct relationship with acceptance of change.

Similar to Iverson's 1996 study, this study investigates the relationship between job-related variables on organizational commitment. Consistent with larger body of research on organizational commitment, job-related variables are expected to have a positive and significant relationship with organizational commitment. However, I deviate from Iverson by focusing not on the union-member/non-member distinction but rather on the members' relationship with the

union, meaning their view of union leaders' participatory style and members' commitment to the union, and how these union-related variables relate to organizational commitment. Similar to CEOs and managers in an employment-based settings, formal union leaders, i.e. union president and workplace representatives, are responsible for running the day-to-day operations and long-term strategic planning of the union. These leaders, as elected agents of the union, are charged with representing the interests of the membership and directing the activities of the union. As such, these formal union leaders are the face of the union to the membership and management counterparts. Members, in their interactions with the union leadership, collect information and form opinions and attitudes regarding the leadership's competence and the level of consideration directed at the membership (Eisenberger et al., 2002). Unfortunately, union leadership has received relatively little attention within academic literature (Nicholson, 1976; Nicholson et al., 1981; Strauss, 1977; Greene et al., 2002; Kelly, 1998; Metochi, 2002; Fullagar, Gallagher, Gordon, and Clark, 1995a; Parks et al., 1995; Skarlicki and Latham, 1996, 1997).

The present study places the union leader in a change agent role and assesses the importance of participatory union leadership in promoting commitment to the employing organization. In contrast to autocratic or directive style, participatory or empowering leadership theory emphasizes frequent consultation, communication, and consideration demonstrated by the leader towards the followers, culminating in shared goal setting and joint decision-making (Arnold et al., 2000). Interestingly, in reviewing the larger body of research on organizational change processes, much of the research tends to be divorced from the broader leadership research and focuses on more specific strategies or practical steps to follow (Harold, Fedor, Caldwell, and Liu, 2008). Recently, research has focused more on the role of the change agent, specifically the leadership behaviors and style embodied by managers throughout the change

process (Harold et al., 2008). This study builds off of Iverson's (1996) causal framework that identified organizational commitment as a predictor of change acceptance and adapts Harold's work on the importance of a change agent's leadership style on commitment to change. My second hypothesis is that a member's view of a union leader's participatory leadership style will have a positive relationship on organizational commitment^v.

Unlike union leadership, union commitment has received a relatively high amount of empirical attention. Multiple models and theoretical paradigms exist for union commitment (Gordon et al., 1980; Kelloway, et. al., 1992; Klandermans, 1986; Thacker, Fields and Tetrick, 1989; Fullagar, Clark, Gallagher, and Gordon, 1994; Fullagar, Clark, Callagher, and Carroll, 2004; Sverke and Kuruvilla, 1995; Bayazit, Hammer, and Wazeter, 2004). Based on organizational commitment research, union commitment has traditionally been referred to as an attitudinal and behavioral variable relating to the "relative strength of the individual's identification with, and involvement in, a particular organization" (Mowday et al., 1979, pg. 226). More specifically, organizational and subsequently union commitment has been characterized by three related factors: an acceptance of, and strong belief in, the organization's goals and values, a strong desire to maintain membership with the organization, and a willingness to exert considerable effort towards the accomplishment of the organization's goals (Mowday et al., 1979). Researchers have explored the potential tension between being a loyal or committed union member while also being a loyal or committed employee (Fukami and Larson, 1984; Angle and Perry, 1986; Cohen, 2005; Bamberger, Kluger, and Suchard, 1999).

Why the inclusion of union commitment in the present study? Aside from an interest in the larger debate about competing or enhancing forms of commitment, I argue that those members who have a strong attachment to the union simultaneously have a strong connection to

their fellow employees. Union commitment is the attachment and identification that a member has towards the organization as a whole. The union is comprised of union leaders as well as fellow union members and co-workers. This strong positive bond to fellow employees may translate to having a strong attachment to the employing organization. While it is important to note that other researchers have suggested that organizational commitment predicts union commitment (Bamberger, Kluger, and Suchard, 1999), my third hypothesis is that union commitment will positively and significantly relate to organizational commitment.

Beyond testing for a positive and significant relationship between participatory union leadership and union commitment, I hypothesize that adding union-related variables to the model will explain a significant amount of additional variance in organizational commitment. Below is a summary of these preliminary hypotheses. Future papers will identify hypotheses relating background variables, job-related variable, union-related variables, organizational commitment to preparedness for change and outcomes of the change process. Additionally, future analyses will attempt to disentangle more complex, indirect or causal relationships.

Hypothesis 1: Job-related variables will positively relate to a union member's commitment to the nursing home (organizational commitment).

Hypothesis 2: Member's view of the union leader's participatory style will positively relate to his/her commitment to the nursing home (organizational commitment).

Hypothesis 3: A member's commitment to the union will positively relate to his/her commitment to the nursing home (organizational commitment).

Hypothesis 4: The inclusion of union-related variables will explain a significant amount of additional variance in commitment to the nursing home organizational commitment.

Methodology

Sample Selection and Description

As part of a New York State funded pilot project, nursing home owners volunteered to participate in a longitudinal study investigating the factors that aid in the successful adoption of electronic record-keeping systems. Over fall 2007- summer 2008, a pre-implementation phone survey was administered by the Survey Research Institute at Cornell University. Twenty nursing home facilities were included in the project and there were 1,241 survey participants in the first phase of the longitudinal study. Of the 1,241 participants, 938 are union members. Removing participants with relatively high amounts of missing information as well as outliers resulted in a sample size of 905 union members. The response rate across the nursing home facilities varied between 30% up to 50%. Over the fall 2008 and through spring 2009, the electronic records keeping system will be implemented. A post-implementation phone survey will be administered by the Survey Research Institute at Cornell University.

Survey Measure

Most items used in the survey came from published research and citations are available upon request.

Background variables: The current study included gender, age, educational level, and the number of years the union member has worked in the nursing home. For gender, males were

coded 0 and females were coded 1. Educational level was measured on an 7 point scale with 1 equaled to “less than high school” and 7 equaled to “Doctorate degree”.

Job-related variables: For the purposes of the present study, job-related variables encompass traditional and non-traditional job characteristics, general job satisfaction, trust in the nursing home administration, job-related stress, and relationship with supervisor. A 5-point Likert scale was used to measure each item with 1 equaling “Strongly disagree” and 5 equaling “Strongly agree”.

Traditional job characteristics include job security (1 item), skill development opportunities (5 items and an $\alpha = 0.74$), job variety (1 item), job discretion (1 item), and team-orientation of the unit (1 item). Non-traditional or specific items related to the healthcare arena include the nursing home’s approach to resident-centered care (1 item) and adequacy of staffing-levels (2 items $\alpha = 0.74$). General job satisfaction was measured with 3 items ($\alpha = 0.84$). Trust in the nursing home administration was measured with 2 items ($\alpha = 0.80$). Job-related stress was measured with 2 items ($\alpha = 0.69$). Relationship with the supervisor was measured with 5 items ($\alpha = 0.76$).

Union-Related Variables: Participants were asked to answer questions based on the union leader they felt was most influential in formulating their views about the union. The members’ view of the union leadership was measured with 11 items adapted for the union context ($\alpha = 0.93$) from Arnold et al.’s Empowering Leadership Questionnaire (2000). Union commitment was measured with a total of 6 items ($\alpha = 0.91$) four from Mael and Tetrick (1992), and two from Gordon et al. (1980).

Organizational Commitment: Organizational commitment was assessed with 7 items ($\alpha = 0.75$).

Results

The sample is comprised of 92% females, with 56% having at least some college credit or higher, an average age of 48 years, with 9 years or experience working at the nursing home. While many of the variables are significantly correlated, collinearity statistics did not raise concerns about the correlations amongst the regressors. (See Appendix Table 1 for full descriptive statistics).

The multiple regression model explaining organizational commitment from background variables, job-related variables, and union-related variables was significant and explained 57 percent of the variance. Many of the regressors significantly and positively related to organizational commitment. Age of the union member, years worked at the nursing home, general job satisfaction, job-related stress, relationship with the supervisor, opportunity for skill development, trust in the nursing home administration, appropriate or adequate staffing levels, and union commitment all positively and significantly related to commitment to the nursing home. However, members' view of the participatory nature of union leadership did not significantly relate to organizational commitment. The variables with the strongest relationship to organizational commitment were general job satisfaction (Beta coefficient=0.33), followed by trust in the nursing home administration (Beta coefficient=0.26). Interestingly, the simple correlation results suggested that members' view of the participatory nature of union leadership was positively and significantly related to organizational commitment (Spearman Rho = 0.28, $p \leq 0.01$).

Table 2: Multiple Regression Results for Model Explaining Commitment to the Nursing Home from Background Variables, Job-Related Variables, and Union-Related Variables

	B	Std. Error	Beta	t
(Constant)	0.21	0.16		1.27
Gender	0.07	0.06	0.02	1.12
Education level	-0.02	0.01	-0.03	-1.37
Age	0.01	0.00	0.10	3.89**
Years worked at nursing home	0.01	0.00	0.09	3.41**
Job variety	0.00	0.02	0.00	0.11
Teamwork in unit	0.00	0.02	0.01	0.23
Discretion to make work choices	0.02	0.01	0.04	1.52
Job security	-0.01	0.02	-0.01	-0.57
Opportunity for skill development	0.07	0.03	0.07	2.58**
Job-related stress (r)	0.04	0.02	0.06	2.34*
Appropriate staffing-levels	0.05	0.02	0.08	2.96**
Nursing home res-centered care	0.03	0.03	0.03	1.17
General job satisfaction	0.27	0.02	0.33	10.86**
Relationship with supervisor	0.07	0.03	0.08	2.83**
Trust in nursing home administration	0.18	0.02	0.26	8.65**
Union leadership	-0.04	0.03	-0.04	-1.17
Union commitment	0.06	0.03	0.07	2.17*

N=905, **p<=0.01, *p<=0.05, R=0.76, R-Squared=0.58, Adj. R-Sq.=0.57, Std. Error=0.46, F 17,887=70.51, p<=0.01

Table 3 reports the results of a series of hierarchical ordinary least squares regression analyses designed to explore the relative contributions of the background variables, job-related variables, and union-related variables. The results included in Table 3 are from a hierarchical regression analysis where union-related variables were entered last. While divergent theoretical rationale exist for when to included the union-related and job-related variables in a hierarchical regression equation, the more conservative approach has been used in this paper.

Focusing on the addition of the union-related variables, the fourth column (Model 4) reports the results after adding union-related variables to the model. Adding these two variables

to the model accounted for an additional 1 percent of the variance, with union commitment positively and significantly relating to organizational commitment. When adding union commitment and union leadership to the model in the final step, union leadership was not significantly related to organizational commitment. The age of the employee, years worked in the nursing home, job-related stress, opportunity for skill development, appropriate staffing-levels, general job satisfaction, relationship with supervisor, and trust in the nursing home administration positively and significantly related to organizational commitment. Additionally, the change in the F-statistic was not significant; meaning that adding the two union-related variables did not explain a significant amount of additional variance in organizational commitment.

Table 3: Organizational Commitment Hierarchical Regression Analysis with Union-Related Variables Entered Last: Standardized Coefficients and Change in R-Squared

	Model 1	Model 2	Model 3	Model 4
Gender	0.03	0.04	0.03	0.02
Education level	-0.09**	-0.03	-0.03	-0.03
Age	0.19**	0.12**	0.10**	0.10**
Years worked at nursing home	0.05	0.08**	0.09**	0.09**
Job variety		0.00	0.00	0.00
My unit emphasizes teamwork		0.03	0.01	0.01
Discretion to make work choices		0.05*	0.03	0.04
Staff have job security		0.04	-0.01	-0.01
Job-related stress (r)		0.09**	0.06*	0.06*
Opportunity for skill development		0.11**	0.08**	0.07**
Nursing home res-centered care		0.04	0.03	0.03
Appropriate staffing-levels		0.12**	0.08**	0.08**
General job satisfaction		0.46**	0.33**	0.33**
Relationship with supervisor			0.09**	0.08**
Trust in nursing home administration			0.26**	0.26**
Union leadership				-0.04
Union commitment				0.07**
R-Squared	0.06**	0.53**	0.57**	0.58**
R-Squared Change		0.46**	0.05**	<0.01

N=905, **p<=0.01, *p<=0.05

Summary

Based on the preliminary analyses, general support for Hypothesis 1 was found in the amount of additional variance in organizational commitment explained by adding job-related variables to both hierarchical regression analyses. Interestingly, some of the job-related variables were not significantly related to organizational commitment. Specifically, job variety, team-orientation of the unit, discretion, and job security were not significantly related to organizational commitment. As such, I suggest that Hypothesis 1 was partially supported.

As for Hypothesis 2, minimal support for a direct relationship between a member's view of the union leader's participatory style and a member's commitment to the organization was found. When union-related variables were added last to the hierarchical regression model, union leadership was not significantly related to organizational commitment. Interestingly, when union-related variables were added to the model immediately after the background variables, both union leadership and union commitment were positively and significantly related to organizational commitment. However, as soon as some of the job-related variables were included in the model, union leader's participatory style was no longer significantly related to organizational commitment. It may be that the relationship between union leader's participatory style has an indirect or more complex relationship with organizational commitment than initially investigated. Related to the larger set of questions of the ongoing project, it may be that union leader's participatory style has a direct effect on preparedness for change and outcomes of the EMR implementation in the nursing homes.

Hypothesis 3 was supported in that union commitment positively and significantly related to organizational commitment across the multiple models. These findings suggest that higher union commitment, while holding the other variables constant, is related to higher organizational

commitment. Additional research is needed to determine if union commitment has positive, indirect relationships as well as a positive, direct relationship on organizational commitment. As mentioned above, the causal relationship may be reversed or more complex than initially investigated and further analysis is needed. Related to the larger study, the impact union commitment has on preparedness for change and the outcomes of the EMR technology implementation may be more complex and indirect.

Hypothesis 4 was minimally supported in the present set of analyses. Adding the union-related variables to the model did not explain a significant amount of additional variance in organizational commitment, when background variables and job-related variables were already in the model. Interestingly, when union-related variables were added to the model immediately after background data, they did explain a significant amount of additional variance in organizational commitment. However, the more conservative and appropriate interpretation of the results suggests that Hypothesis 4 was not supported. As mentioned above, it may be that union-related variables have a more complicated relationship with organizational commitment than initially investigated. Additionally, the amount of variance explained by the union-variables may be significant when investigating preparedness for technological change and the outcomes of change.

Additional Analysis

While it was not initially hypothesized, the interplay between a member's view of the participatory leadership style of the union leadership and his/her commitment to the union were explored. Specifically, I included an interaction term between member's view of the union leader's participatory style and the member's commitment to the union in the regression equation

explaining organizational commitment. Below in Table 4 are the results of the multiple regression equation when including the interaction term^{vi}. The multiple regression model explaining organizational commitment from background variables, job-related variables, and union-related variables, and the interaction between union commitment and union leadership was significant and explained 57 percent of the variance. A similar pattern of results emerged as in the initial multiple regression model (i.e. without the interaction term) with the notable expectation that the interaction between union commitment and union leadership emerged positively and significantly related to organizational commitment. The lower-order terms of participatory union leadership and union commitment were negatively and significantly related to organization commitment, but interpretation of the lower-order terms of an interaction is complex; as such, focusing on the nature of the interaction term is appropriate.

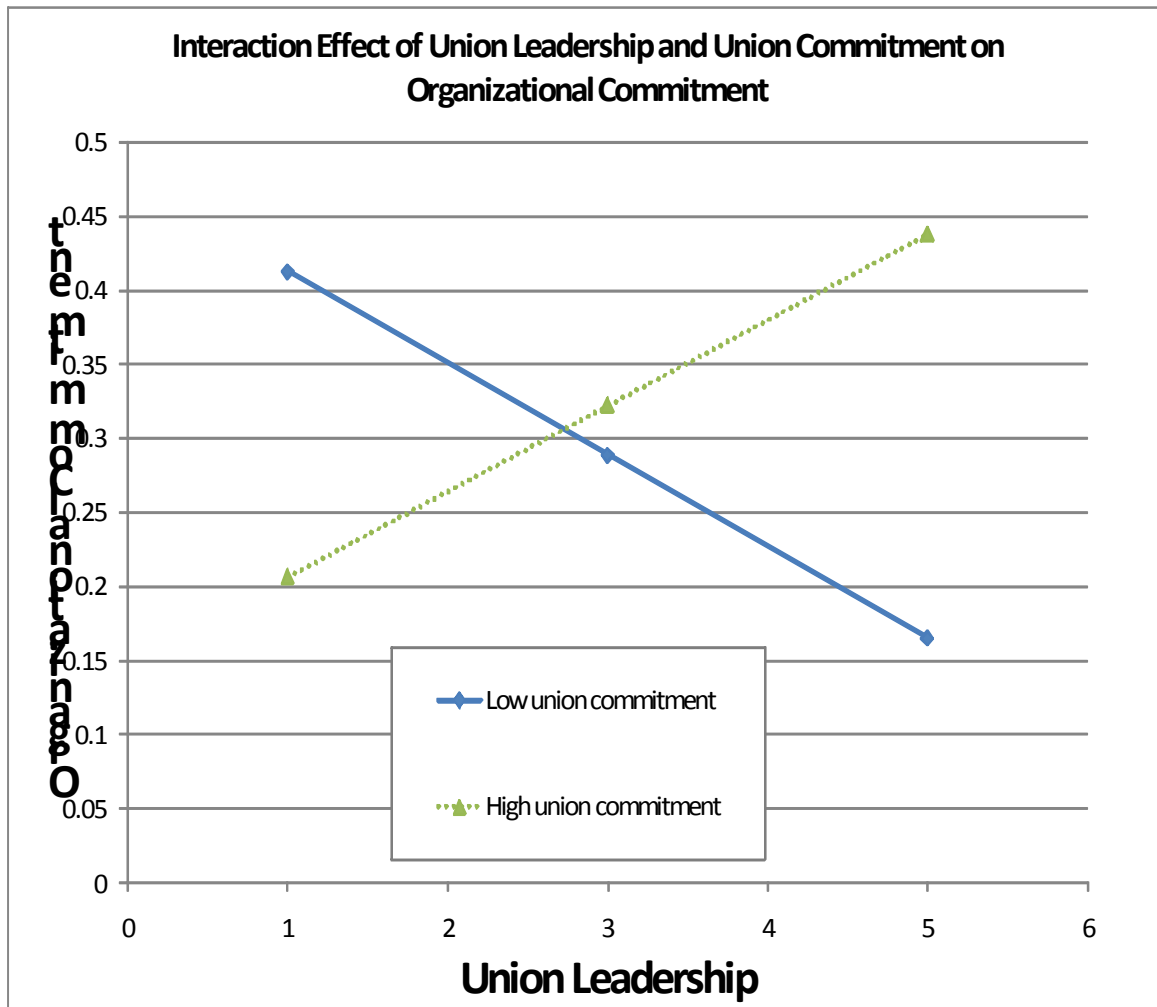
Table 4: Multiple Regression Results for Model Explaining Commitment to the Nursing Home from Background Variables, Job-Related Variables, and Union-Related Variables including Interaction Term

	B	Std. Error	Beta	t
(Constant)	0.92	0.24		3.78**
Gender	0.07	0.06	0.03	1.29
Education level	-0.02	0.01	-0.03	-1.39
Age	0.01	0.00	0.11	4.04**
Years worked at nursing home	0.01	0.00	0.09	3.25**
Job variety	-0.01	0.02	-0.01	-0.33
My unit emphasizes teamwork	0.00	0.02	0.00	0.13
Discretion to make work choices	0.02	0.01	0.03	1.47
Staff have job security	-0.01	0.02	-0.01	-0.51
Opportunity for skill development	0.07	0.03	0.08	2.73**
Job--related stress	0.03	0.02	0.05	2.15*
General job satisfaction	0.27	0.02	0.33	10.84**
Nursing home res-centered care	0.03	0.03	0.03	1.07
Appropriate staffing-levels	0.05	0.02	0.08	3.01**
Relationship with supervisor	0.07	0.03	0.08	2.69**
Trust in nursing home administration	0.18	0.02	0.26	8.61**
Union leadership	-0.22	0.06	-0.25	-3.92**
Union commitment	-0.18	0.06	-0.23	-2.73**
Union leadership*Union commitment	0.07	0.02	0.49	3.93**

N=905, **p<=0.01, *p<=0.05, R=0.76, R-Squared=0.58, Adj. R-Sq.=0.57, Std. Error=0.45, F 18,886=68.54, p<=0.01

To understand the nature of the interaction between union leadership and union commitment on organizational commitment, I plotted the interaction in the chart below (Figure 1). These results suggest that when union commitment is low, having high amounts of participatory union leadership results in lower organizational commitment. However, when a member experiences low amounts of participatory union leadership and union commitment is low, the result is a relatively high amount of organizational commitment. Conversely, when union commitment is high and a member experiences low amounts of participatory union leadership, the result is relatively low levels of organizational commitment. Yet, when a union

member experiences high amounts of participatory union leadership and union commitment is high, the result is relatively high amounts of organizational commitment.



Stated another way, there are two ways in which an employer may experience relatively high amounts of organizational commitment: 1) having low-levels of commitment to the union and low-levels of participatory union leadership, 2) having high-levels of commitment to the union and high-levels of participatory union leadership. Two projections stemming from the interaction results which are related to the ongoing project concerning the implementation of new technology in nursing homes (Electronic Medical Records system) are listed below:

Projection 1: Those union members, who have low commitment to the union and experience low levels of participatory union leadership, will be more prepared for the change and are more likely to experience positive outcomes of the technological change.

Projection 2: Those union member's who have high commitment to the union and experience high levels of participatory union leadership, will be more prepared for the change and are more likely to experience positive outcomes of the technological change.

General Discussion and Limitations

These interaction results coupled with the findings from above analyses suggest that the relationship between organizational commitment, union commitment and union leadership is complex and warrants continued inquiry. Independent of the larger projects interest in understanding the role of unions in a change process, the relationship between union leadership, union commitment and organizational commitment has practical implications regarding turnover and patient care. Additionally, the present study and this set of questions add to our understanding of the continued and increasingly important role unions play in the healthcare arena. Interestingly, the initial results did *not* suggest that union leadership and union commitment negatively affect an employee's commitment to the employer. The present study also serves as a bridge between the broader leadership research and non-profit, labor union leadership theory development.

There are many limitations to present study, some of which were raised throughout the paper and in the endnotes. Validating assumptions underlying regression analysis needs to be

continued. Additionally, given the multiple nursing homes included in the sample, sophisticated data assessments needs to be conducted to determine the appropriateness of including all nursing homes in one sample. Construct validity of the survey items needs to be established and single-item measures need to be addressed. Checks on and contemplations of alternative causal directions amongst the regressors are needed. As with most surveys, single source bias issues may exist. Some of these issues will be mitigated by the use of longitudinal data collected after the implementation of the Electronic Medical Records system.

Works Cited

- Anderson, J. C. (1979). Local union participation: A re-examination, *Industrial Relations*, 18, 18-31.
- Angle, H.J and Perry, J. (1986). Dual Commitment and Labor-Management Relationship Climates. *The Academy of Management Journal*, Vol. 29, No. 1.31-50.
- Arnold, J., Arad, S., Rhoades, J. and Drasgo, F. (2000). The empowering leadership questionnaire: the construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, 21, 249 – 269.
- Bamberger, P., Kluger, A., and Suchard, R. (1999). The antecedents and consequences of union commitment: A meta-analysis. *Academy of Management Journal*, 42, 304-318.
- Barling, J. C., Fullagar, C. and Kelloway, E. (1992). *The Union and its Members: A Psychological Approach*, Oxford University Press, Oxford, England.
- Bass, B.M. and Riggio, R. E. (2006). *Transformational leadership*. Mahwah, NJ, Erlbaum.
- Bayazit, M., Hammer, T. and Wazeter, D. (2004). Methodological challenges in union commitment studies, *Journal of Applied Psychology*, 89, 738-47.
- Boal, K.B. and Bryson, J.M. (1988). Charismatic leadership: A phenomenological and structural approach. In J.G. Hune, B.R. Baliga, H.P. Dachler, and C.A. Schriesheim (Eds.), *Emerging Leadership Vistas*, 5-28. Lexington, MA: Lexington Books.
- Catano, V., Cole, G., and Hebert, N. (1995). Can union commitment be developed? A quasi-experimental analysis. In L. Tetrick and J. Barling (eds.), *Changing employment relations: Behavioral and social perspectives*. Washington: American Psychological Association.
- Clark, P.F and Clark D.A. (2003). Challenges facing nurses' associations and unions: A global perspective. *International Labor Review*, Vol. 142, No. 1, pp. 29-48.
- Clark, P.F., Clark D.A., Day, D., and Shea, D. (2001). The impact of health care reform on nurses' attitudes toward unions: The role of climate for patient care, *Industrial and Labor Relations Review*, Vol. 55. No 1,
- Cohen, A. (2005). Dual commitment to the organization and the Union: A Multi-Dimensional Approach. *Relations Industrielles*, 60, 3, 432-452.
- Conger, J. and Kanungo, R. (1994). Charismatic Leadership in Organizations: Perceived Behavioral Attributes and Their Measurement, *Journal of Organizational Behavior*, Vol. 15, No. 5., 439-452.

- Deshpande, S. and Fiorito, J. (1989). Specific and general beliefs in union voting models. *Academy of Management Journal*, 32, 883-897.
- Eisenberger, R., Cummings, J., Armeli, S., and Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology*, 82, 812–820.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I., and Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87, 698–714.
- Fosh, P. (1993). Member participation and work place trade unionism: The possibility of renewal. *British Journal of Industrial Relations*, 31, 577-592.
- Fukami, C.V. and Larson, E. W. (1984). Commitment to company and union: Parallel models. *Journal of Applied Psychology*, 69, 367-371.
- Fullagar, C., & Barling, J. (1989). A longitudinal test of a model of the antecedents and consequences of union loyalty. *Journal of Applied Psychology*, 74, 213–227.
- Fullagar, C., and Barling, J. (1991). Predictors and outcomes of different patterns of organizational and union loyalty. *Journal of Occupational Psychology*, 64, 129-143.
- Fullagar, C., Clark, P., Gallagher, D., Gordon, M. (1994). A model of the antecedents of early union commitment: The role of socialization experiences and steward characteristics. *Journal of Organizational Behavior*, 15, 517-533.
- Fullagar, C., Gallagher, D., Gordon, M., Clark, P. (1995a) Impact of early socialization on union commitment and participation: A longitudinal study. *Journal of Applied Psychology*, 80, 147-157.
- Fullagar, C., Parks, J., Clark, P. and Gallagher, D. (1995b). Organizational citizenship and union participation: Measuring discretionary membership behaviors. In L. Tetrick and J. Barling (eds.), *Changing Employment Relations: Behavioral and Social Perspectives*. Washington: American Psychological Association.
- Fullagar, C., Gallagher, D., Clark, P. and Carroll, A. (2004). Union commitment and participation: A 10-year longitudinal study, *Journal of Applied Psychology*, 89, 730-737.
- Fullagar, C., McCoy, D. Shull, C. (1992). The socialization of union loyalty. *Journal of Organizational Behavior*, 13, 13-26.
- Fullagar, C., Johnson, N. and Jarley, P. (2004) Justice and union participation: An extension and test of mobilization theory, *British Journal of Industrial Relations*, 42, 543–562.

Fuller, J. and Hester, K. (2001). A closer look at the relationship between justice perceptions and union participation. *Journal of Applied Psychology*, 86, 1096-1105.

Gallagher, D. and Strauss, G. (1991). Union membership attitudes and participation. In G. Strauss, D. Gallagher, and I. Fiorito (eds.) *The State of the Unions*. Madison, WI: Industrial Relations Research Association.

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

Greene, A., Black, J. and Ackers, Peter (2000). The union makes us strong? A study of the dynamics of workplace union leadership at two UK manufacturing plants. *British Journal of Industrial Relations*, 38, 75-93.

Guidry, P. (1991). Leadership in organizations: Responsibilities and psychology of local union leadership. Presented June 23-28, at the Labor Education Department and Center, Rutgers University, New Brunswick, NJ.

Hayes, L. J., O'Brien-Pallas, L., Duffield, C., Shamian, J., Buchan, J., Hughes, F., Spence Laschinger, H. K., North, N. and Stone, P. W. (2006). "Nurse Turnover: A Literature Review". *International Journal of Nursing Studies* 43: 237-263.

Harold, D., M., Fedor, D. B., Caldwell, S., and Liu, Y. (2008). The Effects of Transformational and Change Leadership on Employees' Commitment to a Change: A Multilevel Study, *Journal of Applied Psychology*, 93, 2, 346-357.

Huszczko, G. (1983). Attitudinal and behavioral variables related to participation in union activities. *Journal of Labor Research*, 9, 289-297.

Iverson, R. (1996). Employee acceptance of organizational change: the role of organizational commitment, *The International Journal of Human Resource Management*, 122-149,

Johnson, N. and Jarley, P. (2004). Justice and union participation: An extension and test of mobilization theory. *British Journal of Industrial Relations*, 42, 543-562.

Kahn, R.L. and Tannenbaum, A. S. (1957). Union leadership and member participation. *Personnel Psychology*, 10, 286-292.

Kaminski, M., Kaufman, J., Graubarth, R., and Robins, T. (2000). How do people become empowered? A case study of union activists. *Human Relations*, 53, 1357-1383.

Kelloway, E. and Barling, J. (1993). Members' participation in trade union activities: Measurement, prediction, and replication. *Journal of Applied Psychology*, 78, 262-279.

Kelloway, E. K., Catano, V. M., and Carroll, A. (1995). The nature of member participation in local union activities. In L. Tetrick and J. Barling (eds.), *Changing Employment Relations: Behavioral and Social Perspectives*. Washington: American Psychological Association.

Kelloway, E. K., Catano, V. M., & Southwell, R. E. (1992). Construct validity of union commitment: Development and dimensionality of a shorter scale. *Journal of Occupational and Organizational Psychology*, 65, 197–211.

Klandermans, B. (1984). Mobilization and participation in trade union action: An expectancy-value approach. *Journal of Occupational Psychology*, 57, 107-120.

Klandermans, B. (1986a). Psychology and trade union participation: Joining, acting, quitting. *Journal of Occupational Psychology*, 59, 189-204.

Klandermans, B. (1986b). Perceived costs and benefits of participation in union action. *Personnel Psychology*, 39, 379-397.

Klandermans, B. (1992). Trade union participation. In J. Hartley and G. Stephenson (eds.), *Employment Relations: The Psychology of Influence and Control at Work*. Oxford, UK: Blackwell.

Kotter, J.P. (1996). *Leading change*. Boston: Harvard Business School Press.

Lipsky, D., Avgar, A., and Lamare, J. 2009 LERA conference paper titled “Organizational Strategies for the Adoption of Electronic Medical Records: Toward an Understanding of Outcome Variation in Nursing Homes” to be presented on January 5, 2009 in San Francisco, CA.

Mael, F.A. and Ashforth, B.E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13, 103-123.

Mael, F. A. and Tetrick, L. E. (1992). Organizational identification and organizational commitment. *Journal of Organizational Behavior*, 13, 103–123.

Manz, C. and Sims, H. (1989). *SuperLeadership: Leading Others to Lead Themselves*. New York: Prentice Hall.

Manz, C. and Sims, H. (1993). *Business without Bosses: How Self-managing Teams are Building High-Performing Companies*. New York: Wiley.

Metochi, M. (2002). The influence of leadership and member attitudes in understanding the nature of union participation. *British Journal of Industrial Relations*, 40, 87-111.

Mowday, R., Steers, R., Porter, L. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14, 224-247.

Nicholson, N. (1976). The role of the shop steward: An empirical case study, *Industrial Relations Journal*, 9, 32-41.

Nicholson, N. (1978). Mythology, theory and research on union democracy. *Industrial Relations Journal*, 9, 32-41.

Nicholson, N., Ursell, G., and Lubbock, J. (1981). Membership participation in a white-collar union, *Industrial Relations*, 20, 162-178.

Pearce C. and Sims, H. (2000). Shared leadership: Toward a multi-level theory of leadership. *Advances in the Interdisciplinary Studies of Work Teams*, 7, 115-139.

Pearce, C. and Sims, H. (2002). Vertical versus shared leadership as predictors of the effectiveness of change management teams: An examination of aversive, directive, transactional, transformational, and empowering leader behaviors. *Group Dynamics: Theory, Research, and Practice*, 6, 172–197

Podsakoff, P., Mackenzie, S., Moorman, R. and Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1, 107-142.

Podsakoff, P.M. and MacKenzie, S.B. (1997). Kerr and Jermier's substitutes for leadership model: Background, empirical assessment, and suggestions for future research. *Leadership Quarterly*, 8, 117-125.

Podsakoff, P.M., MacKenzie, S.B., and Bommer, W.H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behavior. *Journal of Management*, 22, 259-298.

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulain, R. V. (1974). Organizational commitment, job satisfaction, and turnovers among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.

Price, J.L., Mueller, C.W., 1981a. A causal model of turnover for nurses. *Academy of Management Journal*, 24 (3), 543–565.

Price, J.L., Mueller, C.W., 1981b. *Professional Turnover*. SP Medical and Scientific Books, New York.

Sadler, J. (2007). *What Do Local Union Leaders Do To Foster Voluntary Member Involvement In Union Activities*. Dissertation from Cornell University – Ithaca, NY.

Sashkin, M. (2004). Transformational leadership approaches: A review and a synthesis. In J. Antonkasis, A.T. Cianciolo, & R. J. Sternberg (Eds.). *The nature of leadership* (pp. 171-196). Thousand Oaks, CA: Sage.

Skarlicki, D. P., & Latham, G. P. (1996). Increasing citizenship behavior within a labor union: A test of organizational justice theory. *Journal of Applied Psychology*, 81, 161–169.

Skarlicki, D. P., & Latham, G. P. (1997). Leadership training in organizational justice to increase citizenship behavior within a labor union: A replication. *Personnel Psychology*, 50, 617–633.

Sverke, M., & Kuruvilla, S. (1995). A new conceptualization of union commitment: Development and test of an integrated theory. *Journal of Organizational Behavior*, 16, 505–532.

Tai, T.W.C., Bame, S.I., Robinson, C.D., 1998. Review of nursing turnover research, 1977–1996. *Social Science and Medicine* 47 (12), 1905–1924.

Yin, J.T., Yang, K.A., 2002. Nursing turnover in Taiwan: A meta-analysis of related factors. *International Journal of Nursing Studies*, 39 (6), 573–581.

Yukl, G. (1989). *Leadership in Organizations* (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.

Yukl, G. (1998). *Leadership in Organizations* (4th ed.). Englewood Cliffs, NJ: Prentice Hall.

Appendix

Table 1: Descriptive Statistics

	Mean	Std. Dev.
Gender (0 = Female)	0.08	0.26
Education level	2.68	1.10
Age	47.67	10.43
Years worked at nursing home	9.26	7.88
Nursing home res-centered care	4.22	0.69
Job variety	4.21	0.73
Teamwork in unit	3.98	0.96
Discretion to make work choices	3.18	1.18
Job security	3.47	1.13
General job satisfaction	4.02	0.85
Job-related stress	2.85	1.08
Relationship with supervisor	3.73	0.77
Opportunity for skill development	3.70	0.74
Trust in nursing home administration	3.56	1.01
Adequate staffing	3.44	1.07
Union leadership	3.60	0.76
Union Commitment	3.41	0.92
Organizational Commitment	3.36	0.70

N = 905

ⁱ Please email me at jas1047@psu.edu with questions or comments.

ⁱⁱ I would like to thank Ariel Avgar and David Lipsky, the co-principle investigators in the larger study, for their work and support throughout the various stages of this project.

ⁱⁱⁱ See Lipsky, Avgar, and Lamare's LERA 2009 conference paper titled "Organizational Strategies for the Adoption of Electronic Medical Records: Toward an Understanding of Outcome Variation in Nursing Homes" for more details on the larger study.

^{iv} Organizational commitment has traditionally been referred to as an attitudinal and behavioral variable relating to the "relative strength of the individual's identification with, and involvement in, a particular organization" (Mowday et al., 1979, pg. 226).

^v It may be that union leadership style also affects a member's commitment to the union, which in turn may affect commitment to the organization. This causal path will be explored in future analyses.