To the Graduate Council:

I am submitting herewith a dissertation written by Joyce M. Beggs entitled "A Multivariate Analysis of the Relationship Between the Personal Characteristics of Labor Organization Leaders and Length of Tenure in Presidential Office, Organizational Size, and Organizational Growth." I have examined the final copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, with a major in Business Administration.

Max S. Wortman, Jr., Major Professor

We have read this dissertation
and recommend its acceptance:

Accepted for the Council:

Vice Provost
and Dean of The Graduate School

A MULTIVARIATE ANALYSIS OF THE RELATIONSHIP BETWEEN THE PERSONAL CHARACTERISTICS OF LABOR ORGANIZATION LEADERS AND LENGTH OF TENURE IN PRESIDENTIAL OFFICE, ORGANIZATIONAL SIZE, AND ORGANIZATIONAL GROWTH

A Dissertation

Presented for the

Doctor of Philosophy

Degree

The University of Tennessee, Knoxville

Joyce M. Beggs

December 1985

ACKNOWLEDGMENTS

I would like to express appreciation to the members of my committee for their assistance and understanding throughout the preparation of this dissertation. In particular, I am indebted to Professors Max S. Wortman, Jr., R. T. Ladd, H. Dudley Dewhurst, and Roger Bowlby, who served as my major professor and committee, respectively. With Dr. Wortman's unwavering demand for progress, guidance, and encouragement and with Dr. Ladd's statistical consultation, the completion of this project was possible.

I also acknowledge the support, guidance, and counseling of my friends, Dorothy Cosby Doolittle and Judith R. Hunt. In addition, I would like to thank R. W. Wilkinson and the Ethel N. Bowen Foundation for making my reentry into school financially possible. Finally, I wish to thank my family and Rex W. Mills for being my most loyal supporters and for believing in me.

Without the assistance of these and many other people, this dissertation would not have been completed. While many share the credit for the positive aspects of this paper, I am responsible for any errors.

ABSTRACT

Labor unions are not-for-profit organizations that might benefit from more extensive use of strategic management. If strategic management were to be practiced, the elected labor organization presidents would be the strategists comparable to CEOs in private enterprise. To investigate the labor organization presidents, the particular questions posed were: (a) What are the personal characteristics of incumbent labor union presidents? (b) What are the personal characteristics that differentiate labor union presidents who have been in office for long time periods from those newly elected? (c) What are the personal characteristics that differentiate labor union presidents from small unions from those from large unions? (d) What are the personal characteristics that differentiate labor union presidents from growing unions from those which are not growing?

The data collection consisted of two phases. First, secondary data were gathered from biographical dictionaries. Second, primary data were collected by requesting the vitae of labor organization leaders. It was possible to gather data on 142 labor organization leaders who were in office in 1982. Since the labor organizations range from white collar professionals to unskilled blue collar workers, all types of labor organizations appeared to be represented.

Each of the personal characteristics studied--age, education, sex, race, occupational background of parents, and career pattern--was described through use of summary statistics. Whenever possible, comparisons were made to national standards and to prior research

projects. Perhaps the best description of the labor leaders is "varied" due to the large amount of variance encountered.

In order to investigate the relationships, MANOVA, ANOVA, and discriminant analysis were utilized. The MANOVA procedure depicted the age of election to the union presidency and the age at present to be related to the length of tenure in office, organizational size, and organizational growth. In addition, the univariate ANOVA procedure revealed a significant relationship between the personal characteristics and length of tenure in presidential office and between the personal characteristics and organizational growth. However, the ANOVA procedure did not provide support for an association between the personal characteristics and organizational size.

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CHAPTER 1

INTRODUCTION

Strategic management may determine whether an organization excels, survives, or dies. Glueck noted that strategic management is a decision-making process which leads to the development of a plan that utilizes resources to achieve a corporate mission (12, p. 6). Several empirical studies have shown that organizations practicing strategic management are more effective than those which do not (12, pp. 17-19). Indeed, strategic management is a topic of ever increasing concern for organizations especially during economically difficult periods of time.

Although strategic management seems to have become a widely accepted concept in most private enterprise, many public and not-for-profit organizations have been slower to adopt the technique. Labor unions are not-for-profit organizations that might benefit from more extensive use of strategic management (45). If strategic management were to be practiced in trade unions, the elected union presidents would be the strategists comparable to CEOs in private enterprise. Indeed, labor union presidents would be directly responsible for organizational survival or failure.

Union presidents have great influence over the strategies of other private and public organizations through the process of collective bargaining. Consequently, labor leaders are not only a dominant force in their respective unions, but also are a vital force in the

external environment of the companies with which they negotiate. As a result, labor union presidents are not only involved in the strategic management process of their organizations, but are also involved in the strategic management process of other organizations.

Since labor leaders are elected, the internal affairs of a union are political. Moreover, the collective bargaining process creates an internal climate of secrecy in trade unions. Due to the political and secretive climate of unions, leaders are hesitant to provide information on their opinions, attitudes, perceptions, values, and ethics and refuse to respond to questions regarding the strategic management process. Therefore, this research project investigates an area where secondary data are readily available--the personal characteristics of labor union presidents. The personal characteristics such as age and education are viewed as measurements of an individual's life experiences. These life experiences mold opinions, attitudes, perceptions, values, and ethics which in turn affect decision-making. Consequently, the personal characteristics provide an increased understanding of the strategic management process of unions and the role of labor union leaders as strategists.

This chapter covers: (a) a brief summary of the background underlying this study; (b) the purpose of this study; and (c) the significance of the study.

Background of the Study

Equally applicable to both profit-oriented and not-for-profit organizations, Glueck presented a model of strategic management which was comprised of strategic elements and the strategic management

process (see Figure 1.1). One of these strategic elements is that of enterprise strategists. In addition, Steiner and Harvey also included the strategists in their models (32, 14).

In large firms, the strategists or strategic decision-makers are the chief executive officers (CEOs), the executive management team, the board of directors, and the planning staff. However, the primary strategist who is ultimately held accountable for organizational success is the CEO. Therefore, CEOs are an important topic for research in the field of strategic management. By studying CEOs, insight is provided into organizational effectiveness or goal accomplishment.

Strategic management has been defined as a decision-making process. Decision-making is choosing among alternatives by means of which managers prescribe one alternative in view of the demands of a given situation (8, p. 144). At each stage of the strategic management process, CEOs are involved in choices. For example, in the analysis stage, the external and internal environments are examined. CEOs select which of the numerous changes in the external segment are to be labeled as threats and opportunities. Similarly, CEOs pick which features of the internal environment are strengths and which are weaknesses. In addition, they determine the significance to be assigned to the external threats and opportunities and to the internal strengths and weaknesses. In the formulation stage, CEOs elect the goals to be pursued and the strategy or means to achieve those goals. In the implementation stage, CEOs adopt the appropriate leadership, policies, and structure. Finally, in the evaluation phase, CEOs

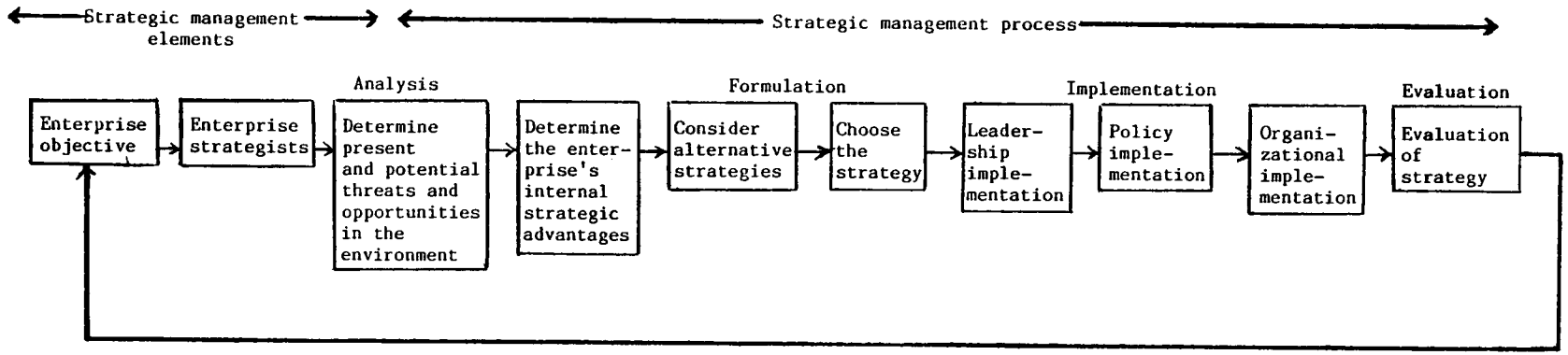


Figure 1.1 A Model of Strategic Management

Source: William Glueck, Business Policy and Strategic Management (3rd ed.; New York: McGraw-Hill Book Company, 1980), p. 7.

choose whether to categorize the strategy as effective or ineffective. In other words, they decide whether the strategy is achieving the goals. However, these are only a few of the choices faced by CEOs in the strategic management process.

Levinson commented on the frequency of decision-making:

> Too many choices must be made too often. Data is expensive to collect, often of uncertain quality or relevance. Analysis is laborious and often far too expensive even though imprecise or superficial. All rigorous analysis. . .starts with an intuitive choice and ends with an intuitive decision (20, p. 18).

Therefore, it seems that all these decisions could not be arrived at rationally given the constraints. If all decisions are not made rationally, then what is the basis for the choices? Perhaps the question is partially answered by Levinson's following comment:

> When an executive comes to work, he or she brings--besides a briefcase--an assortment of drives, needs, and expectations shaped by the essential personality, interacting with the history of life events encountered up to that moment (20, p. 18).

In other words, the life experiences shape or mold opinions, attitudes, perceptions, values, and ethics that subsequently affect the choices.

In a not-for-profit organization such as a labor union, an important enterprise strategist is the elected labor union president. If strategic management is practiced, the labor union president makes many choices similar to those of the CEO. Likewise, the labor union president's life experiences affect his decision-making.

As the internal and external environments of unions have changed through history, the stereotypes of union leaders have also changed. Schrank analyzed the present external environment of unions

and noted three dimensions that altered the context in which unions operate (31).

The first dimension involved the nature of management. As organizations have grown in size and have increased in complexity, the workers have found it increasingly more difficult to identify the owners of the companies. Traditionally, the owner was viewed as the "enemy" in the adversary relationship of collective bargaining. Furthermore, Taylor's success with scientific management appeared to result in the fragmentation of craft jobs. As a result, workers lost their autonomy over craft skills and secrets. In addition, managers became trained in "human relations" management. This humanistic management appears to have introduced a sense of cooperation into the work place. Therefore, the role of management as the adversary seems to have become less obvious and more unclear (31, pp. 111-112).

The second dimension dealt with the rapid rate of technological development. As more work was performed by machines and computers, the workers lost additional craft skills. As the work required less skill, it resulted in decreased bargaining power for labor (31, p. 112).

The third dimension was the shift in the economy from emphasis on manufacturing to an emphasis on service. Many service jobs were not blue collar but were white collar. Therefore, the demarcation between management and workers was more difficult to determine (31, pp. 113-114).

As a result of these changes in the external environment, Schrank asked, "Are unions an anachronism?" (31, p. 107). In other

words, have unions outlived their usefulness and are unions unsuited to present conditions? Although Schrank concluded that a role for unions continued to exist, this role is quite different from their historical role (31, p. 114-115). In this new role, unions should cooperate with management rather than treat them as the "enemy."

In summary, as the external environment of unions have changed, the internal environment must also change if the organization is to survive. Like other organizations, unions are moving through their life cycles. To cope with external changes, Schrank postulated that the mission and goals of unions continually evolve (31). The determination of missions and goals is a part of the strategic management process. Furthermore, one important group of strategists involved in this determination is that of the elected labor union presidents.

Historically, as the missions and goals of unions changed, the stereotypes of the union leaders also changed. A few illustrative studies address this theme (43, 24, 10).

First, Van Tine investigated the differences between traditional unionists (1870-1895) and business unionists (1895-1920). While traditional unionists sought to reform society and the economy through the overthrow of capitalism, business unionists preferred to advance the cause of the worker through improved wages and working conditions. Generally, the traditional unions were associated with the Knights of Labor, whereas, business unionists were linked to the American Federation of Labor (AFL). Because the missions or the organizations were different, Van Tine hypothesized that the personal characteristics of the leaders would also be different (43).

Second, in 1944, Mills attempted to identify characteristics that differentiate the leaders of the American Federation of Labor (AFL) from those of the Congress of Industrial Organizations (CIO). He commented on the background of all unions leaders: "Never has so much depended upon men who are so ill-prepared and so little inclined to assume the responsibility" (24, p. 46). Indeed, he stereotyped the "new men of power" of the AFL that was organized along craft lines as a "gerontocracy," and the leaders of the CIO as "wild angry young men" who attempted to organize the unorganizable (24).

Third, in 1967, Friedman replicated Mills' study to determine if differences continued to exist between AFL and CIO leaders. During the interim between Mills' study and Friedman's study, the AFL and CIO had merged in 1955. Since the organizations were no longer rivals with different missions, Friedman questioned whether the leaders' personal characteristics would remain differentiated (10).

In 1977, a new stereotype of union leaders has emerged. In contrast to prior stereotypes, labor leaders were called "a new generation" who were college educated and highly sophisticated about the world beyond their unions (26). When Lane Kirkland replaced George Meany as President of the AFL-CIO, the contrast was obvious. On the one hand, Kirkland was a college graduate and his prior experience was as a research assistant. On the other hand, Meany had no college degree and his prior experience was as a plumber. Other examples are the lawyers who lead the International Ladies' Garment Workers Union, and the United Textile Workers Union (26), and the United Mine Workers

(27). These leaders' personal characteristics seem to match the new stereotype.

The external environments of unions have changed. Consequently, it seems that the internal environments have been modified to insure organizational survival. As the missions and goals evolved, studies have investigated the personal characteristics of the labor union presidents to see if these have also changed.

Purpose of the Study

The purpose of this research project was four-fold: (a) to analyze the life experiences as measured by the personal characteristics of incumbent labor union presidents; (b) to examine the relationship between historical changes in the external environment and the personal characteristics of labor leaders; (c) to determine the relationship between organizational size and the personal characteristics of labor leaders; and (d) to analyze the relationship between organizational growth and the personal characteristics of labor union leaders. Therefore, the end product of this study relates the fields of strategic management and labor relations.

Specifically, the following questions will be asked in this study:

(a) What are the personal characteristics of incumbent labor union presidents?

(b) What are the personal characteristics that differentiate labor union presidents who have been in office for long time periods from those who are newly elected?

(c) What are the personal characteristics that differentiate labor union presidents from small unions from those from large unions?

(d) What are the personal characteristics that differentiate labor union presidents from growing unions from those which are not growing?

(e) If differences do exist, what are the plausible explanations and what are the ramifications to strategic management?

Significance of the Study

On the one hand, this research project makes a significant contribution to the field of strategic management for several reasons. First, the topic of the project is a group of organizational strategists, labor union presidents. As organizational strategists are a segment of the model of strategic management model, the study increases knowledge of the process. Second, the nature of the study is empirical. Very little empirical research has been performed on chief executive officers, the corollary of labor union presidents in the profit sector. As data were gathered on labor organization leaders, empirical information is gained rather than more "armchair knowledge." Third, the amount of research on not-for-profits other than schools and hospitals is limited (45). Therefore, this project answers the call for additional work in a neglected area as labor unions are not-for-profit organizations.

On the other hand, the project contributes to the field of labor relations due to the following reasons: First, a current

collective portrait of the personal characteristics of labor organization presidents is created. As the most recent labor union leaders surveyed were from the sixties, an update is needed. Second, the new stereotype of labor union leaders as a "new generation" is investigated. Third, the analysis of the data utilizes multivariate statistics. The prior studies used less sophisticated statistics. Conceivably, the new statistical techniques enrich the interpretation of the data. Fourth, the knowledge gained enlightens researchers on the process of collective bargaining.

Both labor leaders and managers benefit from this study. On one side, the portrait of labor union presidents aids the union members in electing leaders. On the other side, managers that engage in collective bargaining benefit through better understanding of the background of their opponents. Since labor unions are a segment of the external environment analyzed during the strategic management process, this study fosters improved comprehension of the threats and opportunities. Consequently, practitioners of strategic management improve the process through usage of the information gained.

Still another group who benefit from this research project are the students in the fields of both strategic management and labor relations. The preliminary answers to this empirical study investigate a relationship that has never been questioned and may provide some fruitful starting points for future studies on labor union presidents or CEOs. Possibly, the personal characteristics provide insight into the organizational effectiveness issue.

CHAPTER 2

LITERATURE REVIEW

There are two streams of research that pertain to this project--labor relations literature on labor leaders and strategic management literature on chief executive officers. Although literature from both fields provided the background, no attempt was made to include all the literature from either field. Only the studies which are relevant and germane to the topic were selected.

This chapter includes pertinent studies from both fields of research. First, the criteria for inclusion of studies are discussed; second, the studies from labor relations are summarized; third, the studies on chief executive officers are reviewed; and fourth, an integrative model of strategic management is presented.

Criteria

The criteria for inclusion of these studies are:

(a) The studies were empirical or data-based;

(b) The subjects of the studies were either national labor union presidents or chief executive officers;

(c) The number of subjects investigated was at least five; and

(d) The studies investigated either the personal characteristics or the job content of labor union presidents or CEOs.

The first criterion for inclusion in the literature review is that the studies must be empirical. Because this study is a data-based contribution to strategic management and labor relations, "armchair knowledge" articles are excluded.

The second criterion is that the subjects are national labor union presidents or CEOs. According to Rock, CEOs' jobs are different from all other jobs (30). It seems that CEO positions have greater responsibility, authority, and flexibility than other positions. Consequently, studies that analyze lower, middle, and upper management but not CEOs are omitted. Following the same line of reasoning, labor relations studies of local leaders and shop stewards are disregarded.

The third criterion is that the number of subjects must be at least five. This standard was included to eliminate brief interviews of one CEO or one labor union president. Moreover, extensive biographies or life histories of only one CEO or labor leader are also excluded. As this project is a comparative study of labor leaders, only studies of a comparative nature are deemed appropriate for inclusion.

Finally, the fourth criterion is that the topic investigated in the studies be either the personal characteristics or the job content of labor union presidents. Because this study analyzes a few facets of labor leaders, studies on unrelated dimensions are deleted. To illustrate, research projects on salaries are not regarded as relevant to this study. Only those studies that examine the personal characteristics and the roles of labor leaders and CEOs are regarded as pertinent.

Labor Relations

Library shelves and periodicals are literally filled with detailed biographies of famous union presidents such as Gompers, Meany, Lewis, and Reuther (1). Although there are extensive biographies of selected union presidents, few studies have compared their personal characteristics or their roles to get a collective portrait. Several empirical labor relations studies meet the established criteria (10, 11, 23, 43, 6) (see Table 2.1). The following sections cover the results of the studies of Van Tine, Ginzberg, Mills, Friedman, and Clegg.

Traditional vs. New Business Labor Leaders

Although the most recent comprehensive study of labor leaders was done by Van Tine in 1973, the leaders investigated served in union offices between 1870-1920. He was interested in determining differences between traditional labor leaders and new business unionists.

On the one hand, traditional labor leaders were defined as those who served between the years 1870-1895. Furthermore, many traditional leaders were involved with the Knights of Labor whose organizational goals were to unite all producers into one union and to replace the wage system with a system of cooperative associations (43, p. 1). In other words, the Knights were interested in reforming the economy and society through rejecting the capitalistic system.

On the other hand, the business unionists were defined as those who served between the years 1895-1920. Many business unionists were involved in the American Federation of Labor whose organizational goal

TABLE 2.1

Labor Relations Literature Survey

Study	Subjects of Study	Content of Study	Research Technique Used
Van Tine 1973	Union Leaders (1870-1920) n = 350	Personal Characteristics	Survey of Secondary Data
Ginzberg 1948	Members of Executive Boards of Labor Unions (1900-1940) n = 627	Personal Characteristics	Questionnaire
Mills 1944	AFL and CIO Officers (1944) n = 400	Personal Characteristics	Questionnaire
Friedman 1968	AFL and CIO Officers (1968) n = 135	Personal Characteristics	Questionnaire
Clegg 1959	British Labor Leaders (1921-1959) n = 190	Personal Characteristics and Job Content	Questionnaires, Union Records, Local Surveys

was the advancement of labor's welfare through improving wages and other working conditions. Under the leadership of Gompers, the AFL was not interested in the overthrow of industrial capitalism, but it was interested in the advancement of the working person through collective bargaining agreements.

As the organizational missions differed, historians had hypothesized that the leaders of the organizations were different. Through investigating 350 labor leaders from 74 national and international unions, Van Tine analyzed the biographies of 150 traditional labor leaders and 200 business unionists (see Table 2.2).

The median year of birth for traditional labor leaders was 1844, whereas the median year of birth for business unionists was 1869. While the majority of both types of leaders were American-born, the number increased from 52 percent for traditional labor leaders to 58 percent for business unionists. Similarly, most leaders from both categories were of Western European extraction, primarily from the British Isles. Of those who immigrated, the traditional unionists were older than the business unionists. Due to the age difference, many traditional unionists had prior involvement with unions before entry into the United States. Most of the leaders of both categories were white males, were reared in urban industrial towns, had fathers who were working class, primarily laborers, attended approximately six years of school, and entered the work force at age 14.

Although the age of election to the first national office was younger (33 years) for business unionists than for traditional unionists (35 years), the tenure in a union office prior to the election to

TABLE 2.2

Traditional vs. New Business Unionists

Personal Characteristics	Traditional Labor Leaders (n = 150)	New Business Unionists (n = 200)
Date of birth	1844 (Median)	1869 (Median)
Place of birth	52% American-born 48% Immigrants	58% American-born 42% Immigrants
Ancestral roots	Western European	Western European
Age at immigration	50% were over 20	50% under 16
Predominant race	White	White
Predominant sex	Male	Male
Place of rearing	Urban industrial town	Urban industrial town
Father's background	Working class	Working class
Education	6th grade	6th grade
Age entered work force	14	14
Age at first national office	35	33

TABLE 2.2 (Continued)

Personal Characteristics	Traditional Labor Leaders (n = 150)	New Business Unionists (n = 200)
Tenure in office before reached highest national office	1 year	5 years
Tenure in highest national office	1.5 years	12 years
Tenure in all national offices	2 years	15 years

Adapted from Warren R. Van Tine, The Making of the Labor Bureaucrat (Amherst, Massachusetts: The University of Massachusetts Press, 1973).

the highest national office was longer (five years) for business unionists than for traditional unionists (one year).

The most significant finding appeared to deal with the tenure in office. The tenure in the highest national office for traditional unionists was 1.5 years, whereas business unionists remained in office an average of 12 years. Further illustrating this trend, the tenure in all national offices is 15 years for business unionists and only two years for traditional unionists.

Van Tine concluded that the leaders were not "two distinct types, but were rather continuous phases in the evolution of union leadership." (43, p. 29). Indeed, the most striking insight seemed to be the number of similarities rather than the number of differences. The main difference existed in the long tenure in union office of business unionists. Possibly, this change of tenure reflected a shift to labor union leadership becoming professional.

Labor Union Executive Board Members

Ginzberg studied the labor leaders of 10 American trade unions. In this study, labor leaders were defined as the 627 men who served on the executive boards over a 40-year period (1900-1940). No statistics were generated from the data (11).

Ginzberg attempted to answer the following questions: (a) Who are these leaders? and (b) What was their apprenticeship for labor leadership? (11, p. 45). The leaders' personal characteristics appeared to parallel the rank and file in birthplace and racial background. Furthermore, most labor leaders were from laborers' families

and followed their fathers' occupations. In addition, many leaders had modest schooling, and a considerable number did not have a grammar school diploma. Almost all leaders went to work in their early teens and spent approximately 10 years at the bench before moving into full-time union work. Table 2.3 represents the tenure on the executive board for the union leaders.

Since the presidents served an average of 26 years on the executive board and an average of 20 years as president, the presidency was clearly not a reward for long and faithful service on the executive board. This finding is in contrast to institutions such as churches where promotions are generally based on seniority (11). Consequently, trade unions appeared to be organizations where young, aggressive leaders have risen to the top quickly and have remained deeply entrenched.

AFL vs. CIO Leaders

In 1944, Mills surveyed officers at all levels of the AFL and CIO. According to Mills:

> The AFL and CIO are not two differently shaped vessels filled with similar types of leaders. They differ in their personal characteristics, in their union experience...and in their social and political outlook (23, p. 15).

He based his hypothesis on the fact that the AFL and CIO were organized along different lines. Furthermore, he stereotyped the AFL leaders as a "gerontocracy" and the CIO leaders as "wild angry young men."

Under the leadership of Gompers, the AFL was organized along craft lines, whereas under the leadership of Lewis, the CIO was

TABLE 2.3

A Distribution of Years of Service on the Executive Board

Years of Service	No. of Men
Less than 3 years	263
3 to 6 years	167
7 to 19 years	67
11 to 20 years	70
21 to 30 years	50
31 to 40 years	10
Total	627

Source: Eli Ginzberg, The Labor Leader (New York: The Macmillan Company, 1946), p. 62.

organized along industrial lines. In other words, the AFL used selective membership policies; that is, in order to be a member, one must practice a particular craft such as a typesetter in the Typographical Union. However, one could become a member of the CIO through working for an industry doing any kind of work such as the United Steelworkers Union.

Using a sample of AFL and CIO presidents and secretaries at national, state, and city levels, the data were collected through a questionnaire and analyzed through descriptive statistics such as the mean, medium, and percentile ranks. The results of Mills' study which are relevant and germane to this project are presented in Table 2.4. Whenever possible, the information on national leaders was separated from the other data (23). The variables analyzed were age, education, birthplace of father, place of rearing, career ladder, and attitudes.

On the one hand, Mills discovered that differences between AFL and CIO leaders existed in age and education. In the AFL, 80 percent of the leaders at the national level were 45 years or older, whereas in the CIO, only 39 percent were in this category. Furthermore, the AFL leaders were not only older, but were also less educated than the CIO leaders. On the national level in the AFL, only 24 percent of the leaders had attended at least one year of college, whereas in the CIO, 47 percent had attained this level (23).

On the other hand, Mills discovered several similarities. Most leaders were born in America and reared in urban settings. Furthermore, their fathers were predominantly wage earners. The most common path to national union leadership was through entrance to the work

TABLE 2.4

Personal Characteristics of AFL and CIO Leaders

Personal Characteristics	AFL Leaders (n = 232)		CIO Leaders (n = 178)	
Age*				
Under 45		20%		61%
45 years and older		80%		39%
Education*				
College (at least 1 year)		24%		47%
High school graduate		12%		21%
Some high school		21%		23%
Grammar school		43%		9%
Birthplace**				
American-born		89%		89%
Foreign-born		11%		11%
Father's birthplace**				
American-born		61%		62%
Foreign-born		39%		38%
Occupation of fathers**				
Free enterprises*		33%		32%
Farmers	16%		14%	
Businessmen	17%		16%	
Free professionals			2%	
New middle class		8%		7%
Managers	5%		4%	
Salaried professionals	1%		2%	
Office workers and sales	2%		1%	
Wage workers		59%		61%
Foreman and skilled	37%		34%	
Semi and unskilled	14%		18%	
Rural workers	8%		9%	
Place of rearing**				
Rural		24%		23%
Urban		76%		77%

TABLE 2.4 (Continued)

Personal Characteristics	AFL Leaders (n = 232)	CIO Leaders (n = 178)
Career pattern		
Job before union post**		
Free enterprises	9%	4%
New middle class	18%	18%
Wage workers	73%	78%
First labor union position held*		
National	14%	9%
State	--	1%
City	--	1%
Up from the local	61%	52%
Up from organizer	23%	33%
Other	2%	4%

*National presidents and secretaries.

**National, state, and city presidents and secretaries.

Adapted from C. W. Mills, "The Trade Union Leader: A Collective Portrait." In Power, Politics, and People, pp. 77-97. Edited by Irving Lois Horowitz (New York: Oxford University Press, 1963).

force as a laborer, election to local union office, subsequent election to state union office, followed by election to national office. Since this was the first comprehensive portrait of union leaders, Mills' study was a significant contribution to the field of labor relations.

AFL vs. CIO Leaders Revisited

In 1968, Friedman attempted to answer the following questions: (a) What are the personal characteristics of labor leaders? (b) Since the AFL and CIO merged in 1955, do the differences discovered by Mills continue to exist? (10). Based on Mills' study, Friedman sent questionnaires to presidents, vice-presidents, secretaries, and treasurers of 135 labor unions with 5,000 or more members. The results of the study are found in Table 2.5. Whenever possible, the presidential data were separated in the table as they are more relevant.

From the data collected, the following represented the typical picture of a union president. For example, a union president was white, male, 60 years old, native-born, with parents who were native-born (64%) and skilled workers (34%). Although 42 percent of the presidents attended college, most (85%) did not graduate (10).

According to the survey, the typical career pattern for a union president began by entering the work force at 18. After becoming a union member at age 24, he was elected to his first union leadership position 7.6 years later. After spending 15.1 years in other leadership positions, he was elected president and spent approximately 10 years in office. Furthermore, Friedman examined union leaders in

TABLE 2.5

A Reexamination of the Personal Characteristics of AFL and CIO Leaders

Personal Characteristics	Presidents n = 75
Age	(Percent)
Under 35	--
35-44	5.3
45-54	18.7
55-64	50.7
65 and over	25.3
Total	100.0
Average age of president	60
Race (all levels)	(Percent)
White	97.0
Black	3.0
	100.0
Education (all levels)	(Percent)
None	.3
Grammar school	10.0
Some high school	20.7
High school graduate	27.1
Some college	27.5
College graduate	6.2
Postgraduate	8.2
Total	100.0
Father's occupation	(Percent)
Skilled	33.8
Unskilled and semi-skilled	9.5
Farmer	12.2
Business owner	17.6
Foreman	8.1
White collar	8.1
Professional	4.0
Executive	2.6
Union official	4.1
Total	100.0
Fathers (all)	(Percent)
Union members	48.0
Non union	52.0
	100.0

TABLE 2.5 (Continued)

Personal Characteristics			Presidents n = 75
Fathers union members			(Percent)
Proportion--members of same union as sons			50.0
Proportion--union leaders			25.0
Place of birth:	Son	Father	
	Native-born	Native-born	64.9
	Native-born	Foreign-born	27.0
	Foreign-born	Foreign-born	8.1
Total			100.0
Career Pattern			(Years)
Average age began work (all)			18
Average age became union member (all)			24
President's average age became union member			24
Time from joining union to first leadership position (Years)			(Percent)
None			32.4
1-5			33.8
6-10			17.6
11-15			8.1
16-20			5.4
Over 20			2.7
Total			100.0
	Mean = 7.6		
Time from first leadership position to presidency (Years)			15.1
Last position held, by present position			(Percent)
President			--
Vice-President			56.0
Secretary-Treasurer			16.0
International Representative			2.7
Other--national position			9.3
Other--local level			5.3
None			9.3
No response			1.4
Total			100.0
Years in present position			(Percent)
0-4			33.8
5-9			32.4
10-14			13.5

TABLE 2.5 (Continued)

Personal Characteristics	Presidents n = 75
Years in present position (cont.)	
15-19	2.7
20 and over	17.6
Total	100.0
Mean = 10.1	

Career pattern of leaders, 1967

Variable	AFL	CIO	Independent
Average age began work	17.9	17.8	17.9
Years from beginning work to joining present union	8.4	11.0	9.8
Years from first membership in present union to first leadership	5.3	2.7	4.8
Years from first leadership position to present position	15.6	13.7	14.2
Years in present position	9.1	9.9	9.9
Age at obtaining present position	47.2	45.2	46.7

	Mills (1944-46)		Friedman (1967)	
Level of education	AFL* (Percent)	CIO* (Percent)	AFL* (Percent)	CIO** (Percent)
No formal education	--	2	--	1
Grammar school	45	20	11	7
Some high school	21	22	22	23
High school graduate	18	24	25	29
Some college	9	20	26	29
College graduate	4	9	8	4
Postgraduate	3	3	10	7
Total	100	100	100	100

*Presidents, Secretaries--national level.

**Presidents, Vice-Presidents, Secretary-Treasurers--national and international unions that are greater than 5,000 members.

Adapted from Abraham Friedman, "The American Trade Union Leader: A Collective Portrait." In Trade Union Government and Collective Bargaining, pp. 204-235. Edited by Joel Seidman (New York: Praeger Publishers, 1970).

different types of industries and different sizes of unions. However, the data on presidents were not separated from other leaders and were excluded. As far as the differences between AFL and CIO leaders found by Mills, Friedman noted that these differences had virtually disappeared (10).

British Labor Leaders

Unlike the other comprehensive, empirical studies, Clegg investigated British trade union leaders spanning the years from 1921 to 1959. His longitudinal study was prompted by doubts about the quality of trade union officers. These doubts were openly expressed by business, government, and trade union members. Specifically, the consensus of opinion was that the idealism of trade union leaders had vanished. In the fifties at the time of the study, the trade union leaders no longer sought to change the world, but merely to practice a profession (6, p. 3).

In 1944, the Education Act was passed in Great Britain. On the one hand, every child of high intelligence was guaranteed a place in a university. On the other hand, children of lesser intelligence were left to blue collar jobs. As the trade union leaders usually rise from the ranks of the union members, the law seemed to proclaim that the leaders were destined to have duller minds (6).

Gathering data on 190 full time officers through use of questionnaires, union records, and local surveys, Clegg analyzed the data through percentile ranks. The areas studied were age, education, career pattern, attitudes, and duties. The findings on each of these variables were as follows:

(a) Age--the average age of entry to office for full time officers varied with the method of selection for office. Consequently, the average age of officers appointed was younger (under 40) than the average age of officers elected (over 40). Logically, the leaders elected to office required a longer period to establish a reputation before seeking election (6, pp. 47-48).

(b) Education--the results indicated that only 10 percent remained in school past the age of 15. More specifically, 22 percent left school by age 13, 58 percent left by age 14, and an additional 10 percent left by age 15. In other words, 90 percent of the trade union leaders quit school and entered the work force by age 15 (6).

(c) Career Pattern--inquiry into career pattern revealed that one-half of the full time officers held their first voluntary position by the age of 25, and three-fourths by the age of 30. In addition, the majority of trade union officers (47%) were skilled workers in their prior occupations, whereas, 28 percent were semi-skilled (6).

(d) Attitudes--in response to the question, "Would you like your son to become a union official?" there was a positive response (55%). Furthermore, the most common reason given was that union officials' work was both interesting and satisfying because they serve humanity through helping fellow workers. In contrast, those responding negatively

to the question indicated that the work was frustrating with low pay and poor working conditions (6, pp. 71-72).

(e) Duties--in reply to a questionnaire item, the labor leaders ranked their duties of office according to importance. The duties were ranked as follows: first, negotiating; second, corresponding; third, aiding members with problems; fourth, conducting meetings; and fifth, recruiting new members (6, pp. 42-46).

Summary

All the labor relations studies included in this section investigated the personal characteristics of labor leaders. Although Clegg is also credited with studying the job content of British labor officers, he asked only one question on this topic. Rather than repeat the details from each study, the most important conclusions are included in this summary.

Van Tine searched for personal characteristics to differentiate traditional unionists from new business unionists. The most distinguishing characteristic was the length of tenure in union office; that is, business unionists remained in office much longer than traditional unionists.

Ginzberg studied labor leaders who served on executive boards. Actually, his principal conclusion was that labor union presidents are not elected due to long and faithful service on the board.

Attempting to verify his own stereotypes of AFL and CIO leaders, Mills conducted a survey. He had labeled AFL leaders as old

and uneducated and CIO leaders as "wild angry young men." In fact, he concluded that AFL leaders were older and less educated than CIO leaders. Because the AFL and CIO merged in 1955, Friedman replicated Mills' study. However, he found that the prior differences had virtually disappeared.

None of the studies actually tested hypotheses for statistical significance. The conclusions drawn rested entirely on percentile ranks, means, and medians for verification.

Strategic Management

In one study of chief executive officers, Rock noted:

> Although literature does not distinguish among top management positions, organizational designers describe differences in terms of CEO's greater demands for depth and scope of know-how for problem-solving and for acceptance of freedom to act (30, p. 49).

Therefore, studies which did not investigate CEOs were excluded from this review. Table 2.6 lists the studies which met the criteria for this project. The following sections represent abstracts of the studies by Taussig and Joslyn, Carlson, Mintzberg, Stieglitz, Copeman, Rock, and Steiner (37, 5, 25, 34, 7, 30, 33).

American Business Leaders (1932)

Indeed, the most comprehensive study of business executives was reported by Taussig and Joslyn in 1932 (37). A sample of 15,101 business executives was selected from Poor's Register of Directors, 1928 edition. Amazingly, 7,371 usable responses to the questionnaire were received (see Table 2.7). Furthermore, the sample was subdivided according to company size. Size was defined by sales volume with

TABLE 2.6

Strategic Management Literature Survey

Study	Subjects of Study	Content of Study	Research Techniques Used
Taussig and Joslyn (1932)	Business Executives n = 7371	Personal Characteristics	Questionnaire
Carlson (1944)	Swedish Directors n = 9	Job Content	Diary
Mintzberg (1967-68)	CEOs n = 5	Job Content	Observation
Stieglitz (1969)	U.S. and other CEOs n = 300	Personal Characteristics and Job Content	Questionnaire Interview
Copeman (1971)	U.S., British, and German CEOs n = 103	Personal Characteristics and Job Content	Questionnaire Interview
Rock (1977)	CEO Job Descriptions and CEOs n = 104 n = 11	Job Content	Survey of Secondary Data Interview
Steiner (1982)	Business Executives n = 47	Job Content	Survey of Secondary Data Interview

TABLE 2.7

American Business Leaders Distribution of Respondents, by Company Size (1932)

Size Class (Gross Income Per Annum)	Grade	Number	Percent
$50,000,000 and over	A	983	13.4
$5,000,000-49,999,999	B	2,228	30.2
$1,000,000-4,999,999	C	2,178	29.5
$500,000-999,999	D	912	12.4
Less than $500,000	E	1,070	14.5
Total in Sample		7,371	100.0

Source: F. W. Taussig and C. S. Joslyn, American Business Leaders (New York: The Macmillan Company, 1932), p. 55.

Grade A representing the largest size. Table 2.8 clarifies the number of firms in each category. In addition, Table 2.9 provides more information on the positions held by the respondents according to business size.

Taussig and Joslyn were interested in the personal characteristics of business leaders. To be more specific, age, education, occupational background of parents, and career patterns were the topics investigated. The results of their study follows:

Age--the data on the present age of business executives in 1932 can be found in Table 2.10. With a range of ages from 35 to 69, the average age was 51.4 years (37, p. 66).

Education--the formal educational background of the executives is provided in Table 2.11. Approximately 32 percent were college graduates (37, p. 162).

Occupational background of parents--to clarify the occupational background of CEO's parents, Table 2.12 is included. Fifty-two percent of the CEOs' fathers were either major executives or large owners.

Career pattern--the number of years in the present position is represented in Table 2.13 and provides insight into career patterns of business executives.

Taussig and Joslyn investigated the personal characteristics of business executives. They contended that these executives were recruited from a certain social class--the elite. Conceivably, the lack of educational opportunity for those in lower economic strata led to decreased occupational mobility rather than lack of "innate ability or motivation" (37).

TABLE 2.8

American Business Leaders Distribution by Position and Grade (1932)

Size of Business	Positions Held by Respondent						Totals by Grades
	Secretary and Treasurer	Vice-President and General Manager	President and Chairman of Board	Junior and Senior Partners	Sole Owner	Other	
Grade A	11.0	38.5	35.1	8.4	0.3	6.7	100.0
Grade B	13.3	24.0	52.8	5.8	1.2	2.9	100.0
Grade C	13.6	18.4	57.3	6.0	3.5	1.2	100.0
Grade D	10.7	15.2	61.8	5.5	6.0	0.8	100.0
Grade E	11.3	11.9	55.0	9.1	12.0	0.7	100.0
All Grades	12.4	21.5	53.2	6.7	3.9	2.3	100.0

Source: F. W. Taussig and C. S. Joslyn, American Business Leaders (New York: The Macmillan Company, 1932), p. 58.

TABLE 2.9

American Business Leaders Distribution by Position and Size (1932)

Size of Business (Gross Income Per Annum)	Position Held by Respondent										Totals	Percent by Size
	Vice President	Treasurer	Secretary	General Manager	President	Chairman of Board	Junior Partner	Senior Partner	Sole Owner	Other		
Less than $500,000	46	110	11	81	565	24	23	75	128	7	1070	14.5
$500,000-999,999	60	95	3	78	544	20	14	36	55	7	912	12.4
$1,000,000-4,999,999	204	164	33	197	1162	83	46	85	77	27	2178	29.5
$5,000,000-9,999,999	113	123	15	78	484	49	18	31	13	18	942	12.8
$10,000,000-49,999,999	278	132	26	67	555	89	32	50	10	47	1286	17.4
$50,000,000-99,999,999	93	38	12	9	107	33	6	23	1	22	344	4.7
$100,000,000 and over	259	45	13	17	145	60	23	31	2	44	639	8.7
Total	1053	807	113	527	3562	358	162	331	286	172	7371	100.0
Percent by Position	14.3	10.9	1.5	7.2	48.3	2.2	4.5	3.9	2.3	100.0		

Source: F. W. Taussig and C. S. Joslyn, American Business Leaders (New York: The Macmillan Company, 1932), p. 36.

TABLE 2.10

American Business Leaders Distribution by Age (1932)

Age	Number	Percent
Under 30	76	1.1
30-34	304	4.1
35-39	746	10.1
40-44	944	12.8
45-49	1,159	15.7
50-54	1,257	17.1
55-59	1,159	15.7
60-64	849	11.5
65-69	532	7.2
70-74	232	3.2
75 and over	113	1.5
Total	7,371	100.0

Source: F. W. Taussig and C. S. Joslyn, American Business Leaders (New York: The Macmillan Company, 1932), p. 70.

TABLE 2.11

American Business Leaders Distribution by Education (1932)

Highest Stage of Schooling Completed	Percent Distribution by Highest Stage of Schooling Completed
None	1.0
Grammar school	25.7
High school or equivalent	28.0
College--non-graduates	13.4
College--graduates	31.9
Total	100.0

Source: F. W. Taussig and C. S. Joslyn, American Business Leaders (New York: The Macmillan Company, 1932), p. 162.

TABLE 2.12

American Business Leaders Distribution by Position and Father's Occupational Background (1932)

Position Held by Respondents	Sons of Major Executives		Sons of Large Owners		Both Classes	
	No.	Percent	No.	Percent	No.	Percent
Secretary	7	1.5	9	2.7	16	2.1
Treasurer	57	12.3	41	12.4	98	12.3
General Manager	9	1.9	3	0.9	12	1.5
Vice President	82	17.7	37	11.2	119	15.0
President	231	50.0	180	54.2	411	51.7
Chairman of Board	34	7.3	16	4.8	50	6.3
Junior Partner	9	1.9	3	0.9	12	1.5
Senior Partner	11	2.4	18	5.4	29	3.6
Sole Owner	11	2.4	20	6.0	31	3.9
Other	12	2.6	5	1.5	17	2.1
All positions	463	100.0	332	100.0	795	100.0

Source: F. W. Taussig and C. S. Joslyn, American Business Leaders (New York: The Macmillan Company, 1932), p. 112.

TABLE 2.13

American Business Leaders Distribution by Tenure in Present Position (1932)

No. of Years in Present Position	No. of Individuals	Percent of Sample
Less than 10	3,741	50.8
10-19	2,187	29.6
20 and over	1,443	19.6
Total in Sample	7,371	100.0

Source: F. W. Taussig and C. S. Joslyn, American Business Leaders (New York: The Macmillan Company, 1932), p. 73.

Swedish Directors (1944)

In 1944, the first empirical study of the work content of chief executive officers was conducted by Carlson. His sample consisted of nine Swedish directors who were comparable to CEOs in the United States. In order to gather the data, each director kept a diary of his activities for approximately four weeks (5).

After investigating working time, communication patterns, and work content, Carlson reached the following conclusions:

Working time--during the normal workday, the average numbers of hours worked by CEOs ranged from 8.5 to 11.5 (5, p. 75). In addition, the CEOs spent a total of one hour "alone" daily. However, this "alone" period was broken into 10 to 15 minute intervals. Consequently, "alone" periods were of little value for working purposes (5, p. 73).

Communication patterns--Carlson found that CEOs sent fewer letters per day than were received. Furthermore, CEOs spent much more of their work time communicating with visitors; that is, approximately 3.5 hours per day. CEOs did not appear to be concerned with violating lines of authority for communication purposes (5, p. 108).

Work content--actually, the conclusions of Carlson's study on work content were rather unclear. In essence, it appeared the technique of data collection, the diary, did not fully capture the work of CEOs in a form that could be expressed in definitive terms (5).

In summary, Carlson concluded that CEOs' long work days were characterized by many interruptions by visitors. However, the study did not reveal the work roles for CEOs.

U.S. Chief Executive Officers (1968)

In 1967-1969, Mintzberg's study of CEOs concentrated on the content of the job. He was interested in the distinguishing characteristics of managerial work and in the manager's working roles. A sample of five CEOs were chosen from organizations which were medium to large in size and from different industries. In addition, the data were gathered through observation of each CEO performing his job for one week (25). The results of Mintzberg's investigation of characteristics which differentiated CEOs' work from other work follow:

Quantity and pace--the CEOs in the study worked at an unrelenting pace. The mail (average 36 pieces per day), telephone calls (average five per day), and meetings (average of eight) accounted for most of the time spent in the office. Veritably, this work quantity and pace was due to the open ended nature of the CEO's job (25, pp. 29-30).

Patterns of activities--the work activity of the CEOs was characterized by brevity, variety, and fragmentation. In Mintzberg's study, the CEOs averaged 36 written and 16 verbal contacts each day. Most of those contacts seemed to deal with different issues. Furthermore, the CEOs seemed to overload themselves with work, to perform tasks abruptly, and to avoid too great of an involvement with any issue. Consequently, superficiality appeared to typify CEOs handling of issues (25, pp. 33-35).

Preference for live action--the CEOs favored the more active elements of their jobs. For example, activities that were current, specific, well-defined, and non-routine were preferred (25).

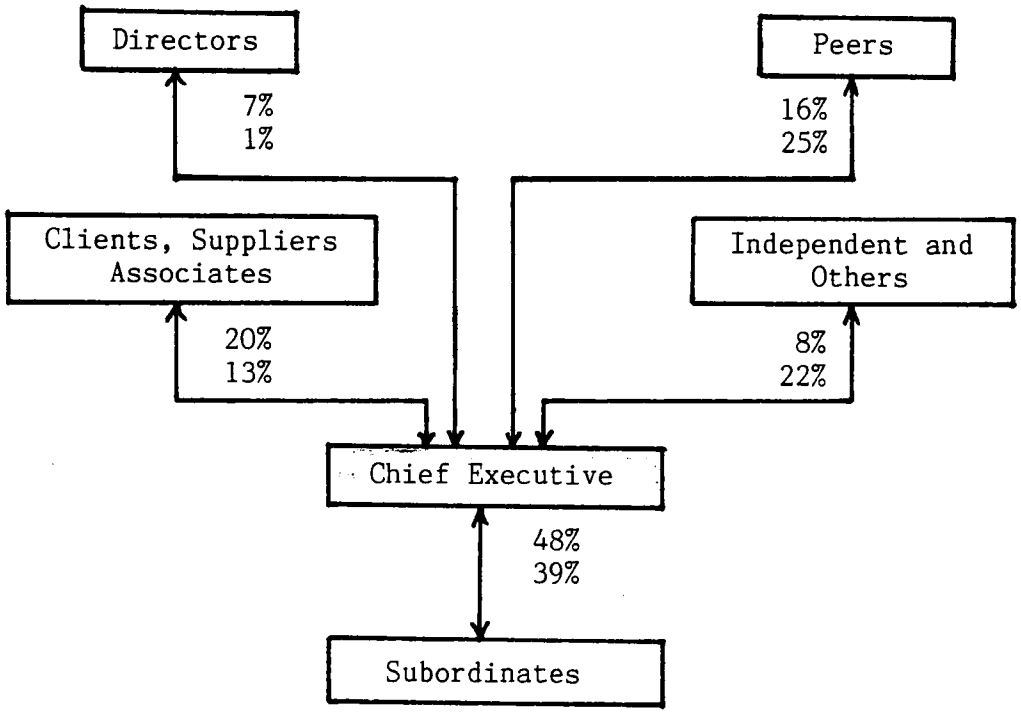
Use of media--the CEOs demonstrated a strong preference for the verbal media. Truly, a strong dislike for the use of mail was indicated (25).

Relationship to a variety of contacts--Figure 2.1 represents the network of contacts of the CEOs revealed through the study. An average of 48 percent of their contact time was with subordinates, 7 percent with directors, and 44 percent with outsiders (25).

Blend of rights and duties--Mintzberg surmised that CEOs exert control over their activities by two methods. First, the CEOs made the commitments to activities, and second, CEOs used the activities to gain information (25, pp. 29-53).

After analyzing the content of CEOs' work, he defined 10 working roles which were separated into three groups:

(1) Interpersonal roles:
    (a) Figurehead,
    (b) Liaison,
    (c) Leader.
(2) Information roles:
    (a) Monitor,
    (b) Disseminator,
    (c) Spokesman.
(3) Decisional roles:
    (a) Entrepreneur,
    (b) Disturbance handler,
    (c) Resource allocator,
    (d) Negotiator (25, p. 55).



Note: Figures indicate the proportion of total time spent with each group and the proportion of mail from each group.

FIGURE 2.1

The Chief Executives' Contacts: A Distinguishing Characteristic

Source: Henry Mintzberg, The Nature of Managerial Work (Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1973), p. 46.

By studying five CEOs through observation, Mintzberg determined six characteristics that differentiate CEO work from other work, and he also delineated 10 working roles of CEOs.

National Conference Board Report on CEOs (1969)

In 1969, Stieglitz reported the results of his chief executive officer study. Through use of questionnaires and interviews, he gathered data on 300 CEOs from the United States and other countries. He was not only analyzing the personal characteristics of CEOS but also the work content of the jobs (34). The following represent some of the conclusions of his study on the personal characteristics and work content:

Age--the ages of the CEOs ranged from 34 to 75 years. The largest group of CEOs were in their fifties, and about one-third were less than 50 years old (see Table 2.14).

Education--more than 50 percent of the U.S. executives and 40 percent of the other executives had 16 years of formal education. Furthermore, 10 percent claimed more than 19 years (see Table 2.15). In addition, the educational background of the greatest number was in engineering and the physical sciences (see Table 2.16).

Career pattern--the career pattern of the CEOs was traced by the age of entry to the position and by the number of years as CEO, with the company, and with other companies (see Table 2.17).

Work content--most CEOs work an average of 50 hours per week and are motivated by: (a) achieving the top spot; (b) being counted among that group that shapes events; and (c) having made a

TABLE 2.14

Age Profile of the Chief Executive

Age of Chief Executive	Total		U.S.		Non-U.S.	
	No.	%	No.	%	No.	%
Less than 45	38	13.8	12	9.7	26	17.2
45-50	45	16.4	23	18.5	22	14.6
51-55	59	21.5	25	20.2	34	22.5
56-60	64	23.2	33	26.6	31	20.5
61-65	45	16.4	21	16.9	24	15.9
More than 65	24	8.7	10	8.1	14	9.3
Total	275	100.0	124	100.0	151	100.0

Adapted from Harold Stieglitz, "The Chief Executive and His Job," Studies in Personnel Policy No. 214 (New York: National Conference Board, Inc., 1969), p. 42.

TABLE 2.15

Educational Field Profile of the Chief Executive

Educational Background	Total		U.S.		Non-U.S.	
	No.	%	No.	%	No.	%
Engineering and physical sciences	113	40.4	60	47.2	53	34.6
Finance	67	23.9	21	16.5	46	30.1
Humanities	61	21.8	33	26.0	28	18.3
Social sciences	52	18.6	28	22.0	24	15.7
Business	47	16.8	29	22.8	18	11.8
Legal	30	10.7	9	7.1	21	13.7
Total	280	100.0	129	100.0	153	100.0

Note: Column figures exceed totals of 100% because of multiple entries.

Adapted from Harold Stieglitz, "The Chief Executive and His Job," Studies in Personnel Policy No. 214 (New York: National Conference Board, Inc., 1969), p. 43.

TABLE 2.16

Educational Profile of the Chief Executive

Years of Formal Education	Total No.	Total %	U.S. No.	U.S. %	Non-U.S. No.	Non-U.S. %
8-12	28	10.1	4	3.1	24	15.9
13-16	118	42.4	53	41.8	65	43.0
17-18	101	36.3	55	43.3	46	30.5
19 or more	31	11.2	15	11.8	16	10.6
Total	278	100.0	127	100.0	151	100.0

Adapted from Harold Stieglitz, "The Chief Executive and His Job," Studies in Personnel Policy No. 214 (New York: National Conference Board, Inc., 1969), p. 43.

TABLE 2.17

Career Profile of the Chief Executive

Career Profile	Total No.	Total %	U.S. No.	U.S. %	Non-U.S. No.	Non-U.S. %
Years as Chief Executive						
Less than 3	51	18.6	25	20.2	26	17.3
3-6	76	27.8	40	32.2	36	24.0
7-10	59	21.5	23	18.5	36	24.0
11-15	35	12.8	17	13.7	18	12.0
16-20	24	8.8	8	6.5	16	10.7
21-25	17	6.2	8	6.5	9	6.0
26-30	10	3.6	3	2.4	7	4.7
More than 30	2	0.7	0		2	1.3
Total	274	100.0	124	100.0	150	100.0
Years with Company						
1-5	27	10.4	11	9.3	16	11.3
6-15	55	21.2	23	19.5	32	22.7
16-25	64	24.7	26	22.0	38	27.0
26-35	67	25.9	37	31.4	30	21.3
More than 35	46	17.8	21	17.8	25	17.7
Total	259	100.0	118	100.0	141	100.0
Number of Other Companies Worked for						
None	92	35.5	41	34.2	51	36.7
1 or 2	95	36.7	45	37.5	50	36.0
3 or more	72	27.8	34	28.3	38	27.3
Total	259	100.0	120	100.0	139	100.0

Adapted from Harold Stieglitz, "The Chief Executive and His Job," Studies in Personnel Policy No. 214 (New York: National Conference Board, Inc., 1969), p. 42.

contribution to the company and to society (34, p. 89). Stieglitz described the work of CEOs as "unique." The ultimate responsibilities of CEOS to stakeholders were for growth, character, and perpetuation. Additionally, the essential duties were defined as determining goals and objectives, establishing priorities and allocation of resources, formulating policies, determining structure, developing a successor, maintaining relationships with board members, maintaining relationships with the external environment, and keeping control (34, p. 88).

In essence, Stieglitz created a statistical profile of the personal characteristics and a set of work roles of CEOs.

U.S., British, and German CEOs (1971)

Copeman surveyed 103 American, British, and German chief executive officers through use of questionnaires and interviews (7). The purpose of the study was to differentiate management techniques of fast and slow growth firms. At the time of the study (1971), the American and German economies were growing more rapidly than that of Great Britain. Therefore, it was hypothesized that British management techniques would be inferior.

Indeed, Copeman found no differences between the management techniques of CEOs in the various countries. Differences in performance of firms, as measured by growth, seemed to be more related to the ownership status of the CEO. He used the term "capitalist" to refer to a founder who starts a business in which he has a substantial share of capital at stake, and the term "executive" is used for all other categories. Furthermore, age, education, and size of the firm

did not seem to influence growth as much as ownership status (see Tables 2.18, 2.19, and 2.20).

Copeman analyzed many other dimensions of the CEOs such as age of acquiring knowledge of accounting and budgeting, and of gaining confidence in numerical, system, social, and policy-forming skills. The age of acquiring confidence in policy-making skills was 32 years for all CEOs. Moreover, Copeman collected data on the frequency of meetings and executive time management. Most executives spent 74 percent of their office hours in direct contact with others. Copeman also investigated compensation plans, methods of promotion, and criteria for adjudging strategic success (7). To summarize, this study was quite a comprehensive study of many facets of both the personal characteristics and the dimensions of CEO work.

CEOS' Job Content (1977)

In a more recent study, Rock investigated the accountabilities of CEOs through examining 104 job descriptions (30). The accountabilities were categorized as:

(a) Goal setting,

(b) Strategy,

(c) Character,

(d) Resource allocation,

(e) Acquisitions and mergers,

(f) Organization structure,

(g) Human resources management,

(h) Review and control,

TABLE 2.18

A Comparison of Age, Education, and Ownership Status with Growth Rate In Three Nations

Nation	Rate of Growth		Ownership Status		Age		Education	
	Average	Median	Capitalist	Executive	Average	Media	University	Postgraduate
British fastest growers	170%	80%	15	0	46	44	26.6%	0.0%
American fastest growers	34.5%	25%	7	8	53	53	86.7%	40.0%
German fast growers	18%	15%	2	13	50	48	86.7%	60.0%
American original capitalists	46%	20%	7	0	52	49	85.7%	57.1%
American executive fast growers	18%	12%	0	15	56	56	93.3%	46.7%
German executive fast growers	15%	15%	2	13	50	48	80.0%	53.3%

Adapted from George Copeman, The Chief Executive (London: Leviathan House, 1971), p. 19.

TABLE 2.19

Comparison of Ownership Status and Education
with Age in Three Nations

Nation	Average Age	Ownership Status	Education
Older Americans (n = 15)	58	C = 2 E = 13	N = 3 U = 7 P = 5
Younger Americans (n = 15)	46	C = 5 E = 10	N = 1 U = 6 P = 8
Older Britons (n = 28)	61	C = 8 SC = 2 E = 18	N = 11 U = 16 P = 1
Younger Britons (n = 28)	42	C = 15 SC = 1 E = 12	N = 10 U = 17 P = 1
Older Germans (n = 8)	55	C = 0 E = 8	N = 0 U = 3 P = 5
Younger Germans (n = 8)	44	C = 2 E = 6	N = 3 U = 2 P = 3

N = Non-graduate
U = University graduate or equivalent
P = Postgraduate
C = Capitalist
E = Executive
SC = Semi-capitalist

Adapted from George Copeman, The Chief Executive (London: Leviathan House, 1971), p. 21.

TABLE 2.20

Comparison of Education of Chief Executives with Firm Size

Nation	Education	Small	Small-Medium	Medium-Large	Large	Super-Large
American	Postgrad	0	0	4	8	1
	Grad	0	2	6	5	1
	Non-grad	0	1	2	1	0
British	Postgrad	0	1	0	1	0
	Grad	2	5	11	14	1
	Non-grad	0	10	6	5	0
German	Postgrad	0	2	3	3	1
	Grad	0	1	2	1	0
	Non-grad	1	0	0	2	0
Three nations together	Postgrad	0	3	7	12	2
	Grad	2	8	19	20	2
	Non-grad	1	11	8	8	0

Source: George Copeman, The Chief Executive (London: Leviathan House, 1971), p. 21.

(i) Tactical supervision,

(j) Finance,

(k) Key success factors,

(l) Relations with boards of directors,

(m) External relations, and

(n) Other specific tasks (30, pp. 11-12).

Comparisons were made between job accountabilities of CEOs from industrial and financial companies and of CEOS from large and small industrial companies (see Tables 2.21 and 2.22). It seems that CEOs in industrial companies were more likely to have a broader range of accountabilities than CEOs from financial companies. Similarly, CEOs from large industrials were more apt to delegate accountabilities than were CEOs from small industrials. Possibly, small companies lack staff support.

To determine whether the accountabilities accurately describe the job content of CEOs, extensive interviews of 11 CEOs were conducted. Some of the conclusions from the interviews are as follows:

(a) When a CEO assessed one's capability of performing an accountability, he did not rely solely on past performance but also judgement;

(b) Three factors--job characteristics, personal characteristics, and stages of tenure--influenced the amount of delegation; and

(c) CEOs emphasized different accountabilities depending upon the stage of tenure (30, p. 3).

TABLE 2.21

Comparison of Chief Executive Accountabilities: 92 Industrial Companies and 12 Financial Institutions

Accountability/ Job Descriptions		Goal Setting	Strategy	Character	Resource Allocation	Acquisitions and Mergers	Organization Structures	Human Resources Management	Review and Control	Tactical Supervision	Finance	Key Success Factors	Other Specific Tasks	Relations with the Board	External Relations
92 Industrial Companies	No.[1]	49	79	17	25	19	62	79	49	19	36	26	14	47	70
	%[2]	53	86	18	27	21	67	86	53	21	39	28	15	51	76
12 Financial Institutions	No.	6	12	4	1	0	5	12	6	1	9	0	1	9	10
	%	50	100	33	8	0	42	100	50	8	75	0	8	75	83
P (F1<F2) or P (F2<F1)[3]		.423	.140	.137	.035	.000	.048	.140	.080	.007	.000	.000	.174	.046	.244

[1]The number of chief executive job descriptions which spell out each of the 14 identified accountabilities.

[2]The percentage (or fraction) of chief executive job descriptions which spell out each of the 14 identified accountabilities.

[3]Probability that a sample drawn from the distribution derived from the larger observed percentage (or fraction) of successes will have a smaller percentage of successes than a sample from the distribution derived from the smaller observed percentage (or fraction) of successes.

Source: Robert H. Rock, The Chief Executive Officer (Lexington, Massachusetts: Lexington Books, 1977), p. 20.

TABLE 2.22

Comparison of Chief Executive Accountabilities: 34 Industrial Companies and 34 Small Industrial Companies

Accountability/ Job Descriptions		Goal Setting	Strategy	Character	Resource Allocation	Acquisitions and Mergers	Organization Structures	Human Resources Management	Review and Control	Tactical Supervision	Finance	Key Success Factors	Other Specific Tasks	Relations with the Board	External Relations
34 Large Industrial Companies	No.[1]	23	32	9	17	11	21	29	17	1	10	6	8	23	29
	%[2]	68	94	26	50	32	62	85	50	3	29	18	24	68	85
34 Small Industrial Companies	No.	15	26	3	2	3	24	29	19	13	17	14	3	13	23
	%	44	76	9	6	9	71	85	56	38	50	41	9	38	68
P (F1<F2) or P (F2<F1)[3]		.021	.013	.026	.000	.006	.212	.500	.306	.000	.035	.016	.039	.006	.044

[1]The number of chief executive job descriptions which spell out each of the 14 identified accountabilities.

[2]The percentage (or fraction) of chief executive job descriptions which spell out each of the 14 identified accountabilities.

[3]Probability that a sample drawn from the distribution derived from the larger observed percentage (or fraction) of successes will have a smaller percentage of successes than a sample from the distribution derived from the smaller observed percentage (or fraction) of successes.

Source: Robert H. Rock, The Chief Executive Officer (Lexington, Massachusetts: Lexington Books, 1977), p. 20.

A New CEO (1982)

Steiner deduced that external forces are changing the nature of the CEO's managerial tasks. Data were gathered from 47 business executives including 25 CEOs through conducting interviews and analyzing speeches. Upon reviewing the data, Steiner concluded that a "new breed of CEO" is evolving to cope with the emergent nature of CEO's job content (33).

A few years ago, the CEO could spent most of his or her time focused on the internal administrative duties of running a business. For example, methods of improving efficiency, of cutting costs, or of reducing prices were predominant concerns. Presently, the CEO spends approximately one half of his or her time focused on external environmental forces on the business. Consequently, executives have collectively changed their basic strategies in order to deal with the social and political forces in the external environment (33).

As a result of changing the focus of the CEO's job from internal to external, new job requirements are necessary. Steiner inferred that the future "new breed of CEO's" must have the following characteristics:

(a) Thorough knowledge of the economic and technical characteristics of the business,

(b) Astute administrative skills,

(c) Leadership abilities,

(d) A sensitivity to social and political forces that impact the company,

(e) An ability to balance appropriately the legitimate interests of constituents of a business,

(f) An ability to discharge effectively a responsibility for corporate advocacy and to be a spokesman of the corporation and the business as an institution,

(g) Effective communication skills,

(h) An ability to swim in political waters with as much ease as in the traditional economic and technical waters,

(i) The skills of a high-quality strategist,

(j) A global perspective,

(k) Wide intellectual interests,

(l) An ability and willingness to set a high moral tone for the company,

(m) Profit consciousness, and

(n) An ability to maintain one's poise and composure under difficult and trying circumstances (33, p. 107).

In summary, Steiner reasoned that the focus of the CEO's job was shifting from internal to external. Consequently, the skills to perform the duties and responsibilities have also changed. Therefore, a "new breed of CEO" is emerging.

Summary

Several empirical studies have investigated the personal characteristics and job content of CEOs. The most comprehensive study of personal characteristics was done in 1932 by Taussig and Joslyn through use of a questionnaire. In fact, they were attempting to determine whether business leaders were an "elite social class."

Through use of the diary, Carlson examined the job content of Swedish directors, the corollary to CEOs. He concluded that the directors' workdays are long and filled with frequent interruptions. Furthermore, directors spend much of their time communicating. However, the diary did not seem to capture the essence of the work content by the directors.

By means of observation, Mintzberg analyzed the job content of CEOs. He noted distinguishing characteristics of CEO work which were similar to those of Carlson. For example, the unrelenting work pace is characterized by brevity, variety, and fragmentation. However, Mintzberg was able to define 10 working roles of CEOs.

The National Conference Board Report of Stieglitz examined both the personal characteristics and job content. Not only was a statistical profile of the personal characteristics of CEOs created, but also the work roles were defined. The work roles are similar to those derived by Mintzberg. However, the Stieglitz work has been criticized due to use of the questionnaire. It was noted that Stieglitz measured the CEOs' perceptions of job content rather than actual job content. Nonetheless, it seems that through observation of work the researcher is actually measuring his perception of work.

Copeman investigated CEOs from three countries for differences in management techniques that may have resulted in growth. However, he found no differences in management techniques. Furthermore, age and education of the CEOs and size of the firm did not influence growth as much as ownership status.

Through examining job descriptions, Rock categorized the job content of CEOs into 14 accountabilities. These are quite similar to the work roles of Mintzberg and Stieglitz. Rock verified his accountabilities through interviews with CEOs. Statistically analyzing the job content of CEOs in different situations, he noted that the accountabilities vary according to the type of industry, the organizational size, the length of CEO tenure, and the personal characteristics of the CEO.

Steiner interviewed 47 business executives including 25 CEOs. After observing that the focus of their jobs had shifted from internal to external, he concluded that the job requirements have also changed. Therefore, he composed a list of the skills and abilities necessary to perform the "new CEO" duties.

Integrative Model

The relationship of the labor relations literature on labor union presidents and the strategic management literature on CEOs is shown in Table 2.23. Several authors have studied the personal characteristics of labor leaders and CEOs. However, only Clegg, a British researcher, studied the work content of the chief position in unions. Actually, only one item in the questionnaire dealt with work content. Researchers who studied the work content of CEOs are more numerous.

Although many of the personal characteristics studied are the same in the two fields, no one has compared the personal characteristics of labor leaders to those of CEOs. Therefore, conclusions are

TABLE 2.23

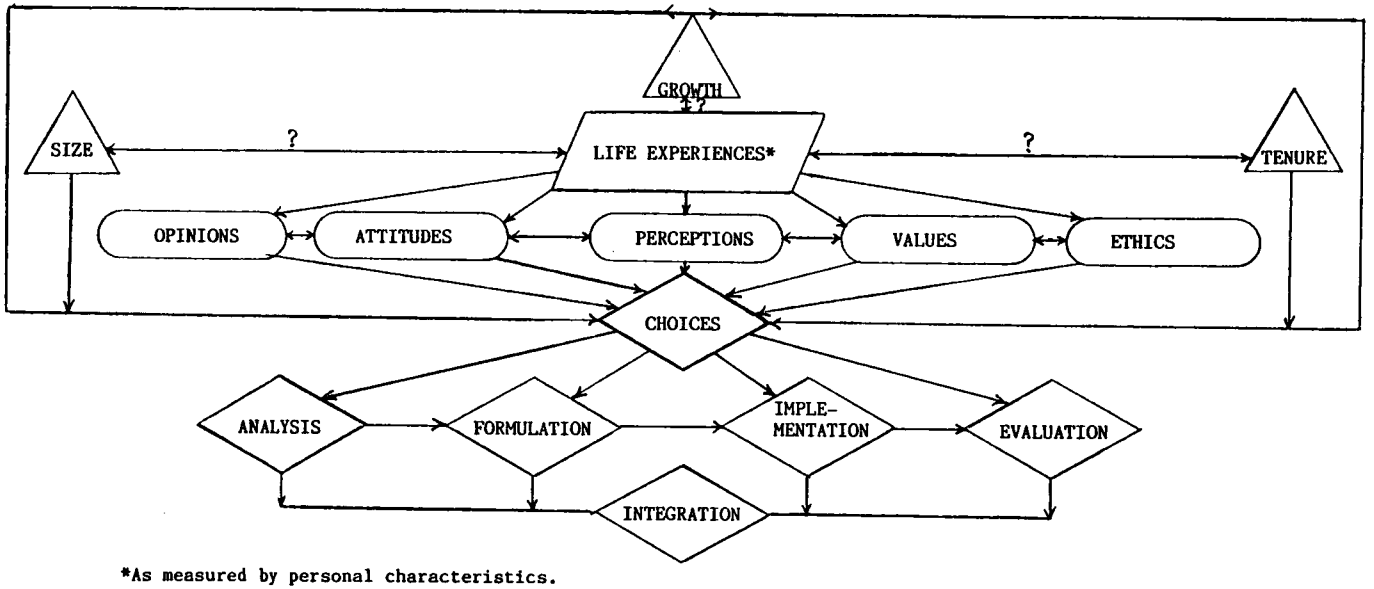
Relationship of Labor Relations and
Strategic Management Literature

Subjects	Personal Characteristics	Job Content
Labor Leaders	Van Tine Ginzberg Mills Friedman Clegg	Clegg
CEOs	Taussig and Joslyn Copeman Stieglitz	Carlson Mintzberg Copeman Stieglitz Rock Steiner

difficult to reach. As the labor relations literature does not provide information on the work content of national labor leaders, the relationship to the strategic management literature on CEO work content is nonexistent.

An integrative model of strategic management which is equally applicable to private enterprise and to not-for-profits such as labor unions is presented (see Figure 2.2). The basic contention is that life experiences have an impact upon the decision-maker in the strategic management process. Life experiences as measured by personal characteristics mold and shape opinions, attitudes, perceptions, values, and ethics. For example, if one is born a coal miner's daughter, this experience affects one's view of the world. In turn, since strategic management is a decision-making process, opinions, attitudes, perceptions, values, and ethics are used as criteria when making choices between alternatives. As a result, life experiences affect the choices in strategic management.

The decision-making process in the model is quite similar to the model of Hodgetts and Wortman (16). At each step in the process, numerous choices must be made. In the analysis stage, the external and internal environments are examined. Furthermore, the labor leader decides which changes in the external environment are threats and which are opportunities. By determining the impact of the changes upon the union, he determines the importance of each change. In addition, the internal environment is screened for strengths and weaknesses. By noting areas of incongruence between the internal and external environments, strategic issues are established.



*As measured by personal characteristics.

Figure 2.2 Integrative Model of Strategic Management

Adapted from Hodgetts, Richard M. and Wortman, Max S., Jr., Administrative Policy, 2nd edition. New York: John Wiley and Sons, Inc., 1980.

In the formulation stage, the labor leader chooses goals and strategies for goal achievement from the available alternatives. Strategic implementation consists of interpreting the strategy and selecting the correct structure, leaders, and policies. The effectiveness of the strategy is adjudged in the evaluation stage. Throughout the entire process, a continuous attempt is made by the labor leader to integrate actions and interactions among the functions.

Rock has found that personal characteristics of CEOs, job tenure, and organizational size have an effect upon the work content of CEOs which were referred to as accountabilities (30). This same relationship may exist in labor unions.

This study attempts to determine the relationship between size of the organization, growth of the organization, and length of tenure in office to personal characteristics. If the work content of CEOs varies with size and length of tenure, then the same relationship may exist for labor union presidents. However, it is difficult to collect data on the work content of labor union presidents. Truly, the personal characteristics provide increased understanding into the strategic management process of labor unions.

The length of tenure in office is a reflection of the personal characteristics of labor union presidents. Since labor union presidents are elected and have low turnover rates, the officers selected are a response to the demands of the time period in which they are elected. In other words, the leaders elected for the first time in 1984 are likely to be different from those elected in 1960. Since, historically, election defeats were uncommon, some of those elected in

1960 are still in office. If the personal characteristics are changing to the new stereotype of a "new generation," it is a result of demands of present times. To cope further with change, the goals and missions are also changing, thus the strategic management process is affected.

Organizational growth or the stage of the life cycle of unions may be measured by the size of the unions. At different stages in the growth sequence, different styles of management are necessary to cope with changing organizational crises. Therefore, if the personal characteristics differ according to union size and to union growth, it is a response to the life cycle. If indeed strategic management is practiced, the life cycle of the organization is a critical variable to be considered during strategic formulation.

CHAPTER 3

SOURCES AND METHODS OF INVESTIGATION

This chapter covers the methodology used in this study including: (a) definitions; (b) research hypotheses; (c) sources of data; (d) subjects; (e) methods of obtaining data; and (f) data analysis. In the first section, the subjects of the study, labor union presidents, are defined. Furthermore, the independent variables, the personal characteristics, and the dependent variables, the length of tenure in office, the size of the unions, and the growth rate of the unions are defined. In the next section, three research hypotheses are formulated. Finally, the sources of data, subjects, data collection procedures, and the statistical techniques for data analysis are discussed.

Definitions

Each term used in this study is defined in this section. For purposes of this study, a Bureau of Labor Statistics definition is used to define the term "labor union president." A labor union president is an incumbent president of a union affiliated with the AFL-CIO, of an unaffiliated union that engages in collective bargaining with different employers in more than one state, and of associations that engage in collective bargaining (4, p. 14). Furthermore, these labor union presidents are included in the list in the Directory of U.S. Labor Organizations, 1982-83 edition (4, pp. 14-43.)

This project attempts to determine whether the personal characteristics of labor union presidents vary according to the length of tenure in office, to the size, and to the growth rate of the union. The personal characteristics of interest are age, education, sex, race, occupational background of parents, and career pattern. Each of these characteristics is defined below.

Age

The age of the union president is defined as the chronological number of years at five points in time. These points are:

(a) The age of full time entrance to the work force,

(b) The age of joining a particular union,

(c) The age of election to the first union position,

(d) The age of election to the union presidency,

(e) The age at present which is 1984.

Education

The education of a labor union president is defined by two measurements. First, the number of years of formal education, and second, the major fields of study are analyzed. For example, a high school diploma or equivalent is considered as 12 years, a bachelor's degree as four years, a master's degree as two years, and a doctorate degree as an additional three years. In addition, the major fields of study consist of those such as: engineering, sciences, humanities, social sciences, finance, business, and law.

Sex

Sex is defined traditionally into two categories: male and female.

Race

Race is defined as those ethnic groups such as white, black, Oriental, and Hispanic.

Occupational Background of Parents

Sociological studies have shown that the occupational background of one's parents seems to be related to one's present occupation (21). For example, studies have investigated the congruence of father's and son's occupations. The results of one such study are included in Table 3.1 (29, p. 409). Therefore, this project investigates the occupational background of the labor union presidents' parents.

Moreover, the occupational background is measured by a socio-economic status scale. Although several scales have been constructed, Duncan's Socio-Economic Status Scale has been found superior for surveys. He devised the scale from the 1950 Census data on average income and educational levels. Indeed, the main advantage of Duncan's scale is the large number of occupations which are ranked (500). The range of the scale is from zero to 100. As an illustration, a laborer in the tobacco industry is rated zero; whereas, a dentist is rated 96 (29). In addition, a decile score relates the tenth of the population an occupation was in 1950. The decile puts the rating in perspective regarding the rest of the population. The top tenth of the

TABLE 3.1

Mobility from Father's Occupation to Occupation in 1962, for Males 25 to 64 Years Old: Distribution by Origins

Father's Occupation	Respondent's Occupation in 1962																		
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	Total
(1) Prof. SE	14.5	3.9	1.5	.8	3.8	1.1	.8	.3	.6	.3	.3	.3	.4	.2	.6	.5	.6	.8	1.2
(2) Prof. Sal.	7.0	9.5	4.9	2.1	5.8	3.4	3.8	1.6	.6	1.9	2.1	1.9	1.9	1.4	.4	.5	.3	2.0	3.0
(3) MOP, Sal.	8.7	7.9	8.7	4.0	7.0	2.6	4.4	2.7	2.2	2.6	1.4	1.2	1.0	1.8	.7	.3	.3	3.5	3.5
(4) MOP, SE	18.5	9.6	16.5	16.3	13.2	15.2	7.1	3.5	5.7	5.2	3.7	3.4	3.7	1.6	2.0	1.5	1.6	5.4	7.1
(5) Sales, Oth.	5.6	3.4	5.2	2.6	8.1	4.4	1.7	.8	.8	1.5	.5	1.0	.6	.0	.4	.4	.3	1.6	1.9
(6) Sales, Reg.	.9	2.3	3.0	2.8	4.7	2.9	1.8	1.4	1.1	.8	1.5	1.1	1.4	.1	1.2	.7	.0	1.4	1.7
(7) Cler.	4.9	7.3	4.4	2.3	5.9	2.6	4.5	2.9	1.2	3.1	1.2	1.9	3.2	1.5	1.3	.8	.0	3.7	3.1
(8) Craft, Mfg.	3.8	8.3	6.1	5.1	4.3	6.3	4.7	12.0	5.1	5.1	6.2	4.7	4.8	4.5	3.2	.5	.4	5.2	5.7
(9) Craft, Con.	3.0	3.2	4.4	5.8	4.1	2.6	6.2	6.9	13.7	5.5	3.6	3.9	4.6	2.6	4.9	.8	1.8	4.9	4.8
(10) Craft, Oth.	4.0	7.0	7.4	6.0	7.9	6.1	8.0	6.9	5.8	11.0	5.3	7.8	5.4	3.8	4.1	1.2	1.2	6.9	6.4
(11) Oper., Mfg.	5.2	6.4	5.1	6.1	6.5	7.1	7.5	12.9	4.9	7.7	13.7	6.9	7.1	14.5	6.3	1.2	2.8	8.2	7.6
(12) Oper., Oth.	2.8	7.5	4.2	6.2	5.4	6.0	6.7	6.5	6.6	8.6	6.9	10.9	7.1	6.5	6.4	1.2	4.4	6.9	6.6
(13) Service	2.3	3.7	4.0	3.7	4.8	5.3	6.3	4.8	4.7	3.9	5.1	4.6	8.2	5.4	3.3	.8	.6	3.3	4.3
(14) Lab., Mfg.	.0	1.0	1.2	.8	.4	.8	1.3	2.6	1.0	1.5	3.2	2.2	3.0	5.9	2.4	.6	.9	1.9	1.8
(15) Lab., Oth.	1.0	2.0	1.9	2.1	3.3	4.7	6.0	4.5	4.8	4.8	5.3	5.9	6.2	6.7	9.6	.7	2.8	3.9	4.2
(16) Farmers	11.2	10.8	13.3	24.3	10.1	17.6	18.3	20.1	30.4	24.4	26.6	29.4	22.8	29.5	32.6	82.0	59.7	28.8	25.9
(17) Farm Lab.	.3	.5	.9	1.5	.5	2.1	1.5	2.3	3.1	2.4	3.4	3.7	3.6	3.9	5.6	2.9	14.5	2.9	2.6
(18) NA	6.3	5.7	7.3	7.5	4.4	9.2	8.5	7.4	7.7	9.7	9.9	9.0	15.0	10.2	14.9	3.5	7.8	8.7	8.5
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
N =	573	4065	3127	2786	1252	619	2449	2881	1959	2853	3974	3024	2184	851	1711	2069	678	2869	39969

SE = Self-Employed
Sal = Salaried
MOP = Manager, Official, Properietor
Oth = Other
Ret = Retail
Mfg = Manufacturing
Con = Construction
Lab = Laborer

Source: John P. Robinson, Robert Athanasiou, and Kendra Head, Measures of Occupational Attitudes and Occupational Characteristics (Ann Arbor, Michigan: Institute for Social Research, The University of Michigan Press, 1978), p. 409.

population, that is, decile nine, range in occupational scores from 66 to 96. Thus, the occupation of dentist fits in the category of the top tenth of all occupations (29).

Another measure of occupational background used in this study is Rice's Modified White Collar-Blue Collar Scale. Rice divided jobs into the following categories and ranks:

(a) High status-white collar--1,

(b) Low status-white collar--2,

(c) High status-blue collar--3,

(d) Low status-blue collar--4, and

(e) Farm occupations--5 (29, pp. 342-343).

As the above classifications are more familiar to both strategic management and labor relations researchers, Rice's scale is used in addition to Duncan SES scale. Two measures of occupational background provide added information into this personal characteristic, and all the occupations included in Duncan's SES scale have also been scored by Rice. In summary, the occupational background of parents is defined as the socio-economic status scores from both Duncan's SES and Rice's Modified White Collar-Blue Collar Scale for the parent with the higher score.

Career Pattern

The career pattern of the labor union president consists of the progressive steps to reaching the presidency. Historically, the predominant career pattern to the national union presidency was entrance to the work force as a laborer, election to local union office, later

election to state union office, and subsequent election to a national union office (23). Therefore, a career pattern is viewed as the SES score and the Modified White Collar-Blue Collar score of the job held prior to election to the first union office, the total number of years in all union offices, and the number of years as a union member.

Because this study updates the portrait of labor union presidents, several of the variables chosen are similar to those used in the past studies (see Table 3.2). Since all the studies examined age and education, and most viewed career pattern and father's occupational background, these variables were included in this study. However, one improvement is the use of the scales to measure the occupational backgrounds of both the parents and the presidents. To see the progress of women and minorities, sex and race were also incorporated in this study. Several of the characteristics from prior studies are no longer as pertinent as they were previously. For example, father's birthplace and ancestral roots were more relevant in the earlier part of the twentieth century than they are in 1985. Since the number of variables is large, the personal characteristics adequately describe the life experiences of the labor leaders.

The dependent variables--length of tenure, union size, and union growth are defined below.

Length of Tenure

The length of tenure is defined as the number of years served as a national labor union president. Historically, long tenure in office has been the norm. For example, Dan Tobin led the Teamsters

TABLE 3.2

Variables of Past Research vs. Present Research

Personal Characteristics	Labor Union Presidents						CEO's		
	Present Study	Van Tine	Ginzberg	Mills	Friedman	Clegg (British)	Taussig and Joslyn	Copeman (British, German, U.S.	Stieglitz
	National								
Age	X	X	X	X	X	X	X	X	X
Entrance to work force	X	X	X		X	X			
Joining present union	X				X				
Election to first union position	X					X			
Age of election to national union presidency	X				X				
Present age	X			X	X	X	X	X	
Age became CEO									X
Age of immigration		X							
Age of election to first national office		X							
Education	X	X	X	X	X	X	X	X	X
Number of years	X						X	X	X
Fields of study	X								X
Type of school		X	X	X	X	X			
Sex	X	X							
Race	X	X	X		X				X
Birthplace		X	X	X	X				X
Ancestral roots		X							
Place of rearing		X		X					
Father's birthplace				X	X				
Father's occupational background	X	X	X	X	X		X		
Father's union membership					X				
Father's union leadership					X				
Career pattern	X	X	X	X	X	X	X		X
No. of years served on local level		X							
No. of years served on state level		X							
No. of years served on national level		X							
No. of years served as national president	X	X	X	X	X				
Total no. of years served	X		X						
Last job before presidency				X	X				
First union leadership job				X					
No. of years on executive board of union			X						
No. of years from entrance to work force to joining union				X	X				
No. of years from joining union to first union job				X	X				
No. of years from first leadership position to presidency					X				
Previous occupation before union jobs	X								
No. of years as CEO							X		X
Years with company									X
No. of years as a union member	X								
Ownership status								X	

Union for 45 years, and John L. Lewis led the United Mine Workers for 39 years (9, p. 62). Presently, an unusual period of high turnover in leadership is being experienced. In the two years 1978 and 1979, there was a turnover in the presidency of 40 national unions (9, p. 64). To illustrate this phenomenon, Table 3.3 presents the election dates and tenure of labor union presidents (42, p. 110).

It appears that the turnover rate increased significantly during the 1970s. Consequently, the length of tenure in office will be divided into two categories: long term and short term. A long term labor union president is defined as one elected prior to 1971, and a short term labor president is defined as one elected after 1971.

Union Size

The size of a labor union is defined as the number of members reported to the Bureau of Labor Statistics survey. Table 3.4 contains information from this survey on the sizes of the union memberships (4, p. 67). Moreover, size is further subdivided into small and large. A small union is defined as a union with a membership of less than 75,000, and a large union as a union with membership greater than 75,000.

Union Growth

Union growth is defined as the ratio between the union size in 1982 to the average size from 1974 to 1982. In addition, union growth was divided into growing and non-growing categories. A growing union is defined as a union with a union growth ratio with a value of one or larger, and a non-growing union is defined as a union with a union growth ratio with a value of less than one.

TABLE 3.3

Election and Tenure of Principal Union Officers

Union Presidents Year First Elected to Office						
Period	Total No. of Unions	Total Members (Thousands)	AFL-CIO No.	AFL-CIO Members (Thousands)	Unaffiliated No.	Unaffiliated Members (Thousands)
	---Presidents---					
1935-45	1	49	1	49	--	--
1946-50	1	25	--	--	--	25
1951-55	1	105	1	105	--	--
1956-60	8	302	5	246	3	56
1961-65	13	1,908	10	1,702	3	206
1966-70	24	2,341	17	2,213	7	128
1971-75	52	9,167	37	6,840	15	2,327
1976-78	55	7,462	31	5,510	24	1,951
1979	6	132	1	130	5	2
No information	13	250	5	187	8	63
Total	174	21,742	108	16,982	66	4,760

Source: U.S. Department of Labor. Bureau of Labor Statistics, "Directory of National Unions and Employee Associations," Bulletin 2079, September 1980, p. 110.

TABLE 3.4

Distribution of Labor Organizations by Size of Organization, 1980

Size of Organization	Labor Organizations					
	Total					
			Members			
	No.	Percent	Number (Thousands)	Percent	AFL-CIO Affiliated	Unaffiliated
Under 1,000 members	25	12.3	10	(1)	4	21
1,000 and under 5,000	35	17.2	85	.4	6	29
5,000 and under 10,000	16	7.9	123	.5	4	12
10,000 and under 25,000	33	16.3	531	2.2	17	16
25,000 and under 50,000	25	12.3	831	3.5	18	7
50,000 and under 100,000	20	9.9	1,383	5.8	14	6
100,000 and under 200,000	22	10.8	3,259	13.6	17	5
200,000 and under 300,000	9	4.4	2,204	9.2	7	2
300,000 and under 400,000	2	1.0	674	2.8	2	-
400,000 and under 500,000	3	1.5	1,278	5.3	3	-
500,000 and under 1,000,000	6	3.0	3,898	16.3	6	-
1,000,000 and over	7	3.4	9,610	40.2	4	3
Total	203	100.0	23,885	100.0	102	101

[1]Less than 0.05 percent.

Note: Because of rounding, sums of individual items may not equal totals. Dashes indicate no data in category. Table is based on preliminary union survey data.

Source: Bureau of National Affairs, Directory of U.S. Labor Organizations, edited by Courtney D. Gifford, 1982-83, p. 67.

Research Hypotheses

This section includes the hypotheses to be tested by this project. From the purpose stated in Chapter 1, three research hypotheses are formulated. These hypotheses link the independent variables, the personal characteristics, to the dependent variables--length of tenure, union size, and union growth. The hypotheses are:

Research Hypothesis One

A statistically significant relationship exists between the personal characteristics of labor leaders--age, education, sex, race, occupational background of parents, and career pattern--and the length of tenure in presidential office.

Research Hypothesis Two

A statistically significant relationship exists between the personal characteristics of labor leaders--age, education, sex, race, occupational background of parents, and career pattern--and union size.

Research Hypothesis Three

A statistically significant relationship exists between the personal characteristics of labor leaders--age, education, sex, race, occupational background of parents, and career pattern--and union growth.

The personal characteristics are viewed as measurements of life experiences which affect decision-making. Specifically, life experiences shape opinions, attitudes, perceptions, values, and ethics which

determine the choices selected during the process of strategic management.

The external environment of unions is not static but is ever changing. Continually, changes in the economic, competitive, social, political, legal, and technological segments of the external environment may occur. If labor union presidents are elected in response to the demands at a point in time, then their personal characteristics reflect that state of the external environment. Furthermore, since long tenure in the presidential office is common, the length of tenure in office depicts the personal characteristics. Clearly, the problems faced by unions in the sixties are different from the problems of the eighties. Therefore, this project examines the relationship between changes in the external environment and the personal characteristics of union leaders.

This study attempts to determine which specific personal characteristics vary according to the length of tenure in office. Possibly, the historical changes provide explanations for differences in age, education, sex, race, parents' occupational background, and career patterns. To illustrate, if the legal environment becomes more threatening, then more lawyers are elected.

Rock found that the length of tenure in office and organizational size affected CEO's job content. Possibly, the personal characteristics vary according to the size of the organization. If a relationship is found, it could be due to the stage of the unions' life cycle. Obviously, the life cycle affects the strategic process (30). At different stages of an organization's life cycle, new problems

arise. The life cycle is a segment of the internal environment, and the labor leaders elected reflect the stage of life cycle. Union growth is included to incorporate the stage of the life cycle. In addition, this study attempts to determine which specific personal characteristics vary with the size of the union.

To date, the empirical research on the personal characteristics has been descriptive, and no hypotheses were generated (43, 11, 24, 10, 22, 6, 34, 2). As the relationships between these variable have never been tested, the direction of the relationship has not been predicted in this study. Therefore, this study, that tests hypotheses to determine statistical relationships, is exploratory in nature.

Sources of Data

The sources of data are both secondary and primary. On one hand, the secondary sources of data are the Directory of U.S. Labor Organizations (4), the Directory of National Unions and Employee Association (42), the Biography and Genealogy Index (15), and approximately 325 biographical dictionaries in The University of Tennessee Library, in Knoxville, Tennessee. On the other hand, the primary source of data consists of vitae of the labor union presidents sent in response to a request by the researcher to the public relations directors of the labor organizations.

Subjects

The 238 labor union presidents listed in the Directory of U.S. Labor Organizations are the subjects of this research project. A cross-sectional census of all the incumbent presidents was attempted.

However, several delimitations prevent a complete and current census. The data in the Directory of U.S. Labor Organizations were collected through a questionnaire issued by the Bureau of Labor Statistics. The Bureau of Labor Statistics' definition of labor union presidents does not include all presidents. Therefore, the presidents excluded from the survey are omitted from this study. Because some unions fail to respond to the Bureau of Labor Statistics questionnaire, those presidents are omitted through exclusion from the Directory. The span of time required to prepare the Directory results in some incumbent presidents being omitted. To explain, the 1982-83 edition of the Directory contains data collected in 1980. As a result, presidents elected during the last three years are not included. In addition, presidents who are listed in the Directory may not be listed in the Biography and Genealogy Index (15). Consequently, the presidents who are not indexed are excluded. Although presidents are listed in the Directory and the Index, biographical sketches are too brief and sketchy to provide adequate information for inclusion in the study. However, if the vitae provide information on the variables of interest, the presidents are included.

Methods of Obtaining Data

The methodological procedure consists of eight steps. First, a current list of incumbent labor union presidents and public relations officers was secured from the Directory of U.S. Labor Organizations (4). Second, the researcher sent to the public relations officers of the labor organizations a letter requesting a vita of those presidents

included in the Directory with a follow-up sent approximately two weeks later. Third, the names of the presidents were found in the 1982 Biography and Genealogy Index. This is a consolidated index of 3.2 million biographical sketches in over 350 current and retrospective dictionaries (15). Fourth, upon finding the names in the index, the biographical dictionaries listed for each labor union president were noted. Fifth, the researcher then searched for the biographies and collected data on the characteristics of interest. Sixth, the data gathered from the dictionaries and the information on the vitae were compared. A variable of interest was randomly selected, and the goodness-of-fit Chi-Square test was used to test the reliability of the data from the dictionaries. Seventh, the vita data were used for the analysis if the president was not indexed or if the biography was too brief. Eighth, the data were codified and analyzed using the statistical techniques discussed in the following sections.

Data Analysis

The primary thrust of this study revolves around the determination of the personal characteristics of labor union presidents. To be more explicit, the question addressed is: Are the personal characteristics of labor union presidents related to either the length of tenure in office, to the union size, or to union growth? Although researchers have studied the personal characteristics, the most recent comprehensive, empirical study was done in 1968 (10). Obviously, an update of the data is more pertinent to the field of strategic management and labor relations today.

In order to update the data, this study utilized biographical data from secondary sources. As the biographies are self-reported, the data are as valid as questionnaire data which are also self-reported. To supplement and validate the data, vitae were also gathered.

Using the SAS (Statistical Analysis System) computer program, the preliminary screening technique for data analysis was multivariate analysis of variance (MANOVA). Since there were three dependent variables (tenure in office, union size, and union growth) involved in this study, this technique was required. The MANOVA procedure accounted for possible correlations among all the dependent variables while testing all the variables simultaneously. Simultaneous testing for the effect on the combination of criterion variables was important. In most cases, the criterion variables are not really independent but correlated as they were obtained from the same individuals or subjects. Therefore, the MANOVA procedure reduced the probability of a Type I error (rejecting the null hypothesis incorrectly). In addition, MANOVA relieved the researcher of selecting the most important dependent variable from several possible conflicting ones (13).

The MANOVA procedure analyzed length of tenure, union size, and union growth at the same time. Actually, the dependent variables (length of tenure, union size, and union growth) were handled as independent, and the independent variables (the personal characteristics) were treated as dependent or criterion variables (36). This procedure is performed to test the combined effect of the dependent variables on the independent variables. Four statistics were used for significance

testing: Roy's largest root, Wilks' Lambda, Hotelling's trace, and Pillai's criterion. Although all the statistics are reputable, Pillai's criterion is the most conservative and Roy's largest root is the most liberal. Therefore, Wilks' Lambda which is the oldest and most frequently used was interpreted. In contrast to F tests, a significant difference is obtained from Wilks' Lambda by getting small calculated values. Since complete tables of critical values of Lambda are not readily available, Lambda was converted into F values for interpretation purposes. A significant F for Lambda indicated that further data analysis was warranted.

Indeed, MANOVA is a valuable generalization of ANOVA (analysis of variance) because it permits the simultaneous testing of all variables, accounts for any correlations among the variables, and makes a priori decisions regarding which variables are important unnecessary. Like univariate analysis of variance (ANOVA), MANOVA is concerned with differences between groups. What differentiates multivariate from univariate analysis of variance is that in MANOVA, the dependent variable is a vector (set of measures) rather than a single mean response per group. Furthermore, the hypothesis tested is the equality of the dependent mean vectors for the groups rather than the dependent means (13).

The additional analysis of the data consisted of ANOVA and discriminant analysis. With the ANOVA procedure, three main effects (length of tenure, union size, and union growth) are tested. Univariate ANOVA employs one dependent measure at a time. The null hypotheses for the main effects are: (a) short term and long term union

presidents do not differ in terms of the means of their personal characteristics; (b) labor union presidents from small and large unions do not differ in terms of the means of their personal characteristics; and (c) labor union presidents from growing and non-growing unions do not differ in terms of the means of their personal characteristics. If the null hypotheses are rejected, the researcher knows that the personal characteristics of labor union presidents can be differentiated by length of tenure, union size, or union growth.

To gather additional information, the follow-up data analysis technique was discriminant analysis. For this procedure, the dependent variables were dichotomized into a priori groups of short term, long term, small unions, large unions, growing unions, and non-growing unions. Discriminant analysis is a technique similar to multiple regression that involves deriving the linear combination of two (or more) independent variables that discriminate best between the a priori groups. A backward elimination procedure was used which began with all the variables in the model. At each step, the variable that contributes least to the discriminatory power of the model (as measured by Wilks' Lambda) was removed. When all remaining variables met the criterion to stay in the model, the backward elimination process stopped.

In summary, the preliminary data analysis technique was MANOVA. Significant results from the MANOVA procedure resulted in the interpretation of the ANOVA procedure. The final technique was discriminant analysis. Furthermore, descriptive statistics are generated on all the variables to create a collective portrait of labor leaders.

Summary

This chapter contains an explanation of definitions, research hypotheses, sources of data, subjects, methods of obtaining data, and data analysis. These are summarized below.

First, the definitions of the terms to be used in the study are presented. The subjects, labor union presidents, and the variables--the personal characteristics, length of tenure, union size, and union growth--were described.

Second, three research hypotheses were formulated. In essence, the first research hypothesis deals with the relationship between the personal characteristics and the length of tenure in office; whereas the second deals with the relationship between the personal characteristics and union size, and the third deals with the relationship between the personal characteristics and union growth.

Third, the last section describes the sources of data, the subjects, the methods of obtaining data, and the data analysis techniques. Basically, the sources of data are both secondary, biographical dictionaries, and primary, solicited vitae. Moreover, the subjects are the incumbent labor union presidents listed in the Directory of U.S. Labor Organizations (4). Finally, the techniques for analyzing data consist of a preliminary MANOVA, followed by ANOVA, and discriminant analysis. Furthermore, in order to present a collective portrait of labor union presidents, descriptive statistics are generated.

CHAPTER 4

RESULTS OF THE STUDY

This chapter includes the results of the data collection and analysis accompanied by supportive tables. It is divided into three areas of discussion: (1) secondary data collection, (2) primary data collection, and (3) research questions.

Secondary Data Collection

During September, October, and November, 1983, the first phase of data collection was conducted at West Virginia University, Morgantown, West Virginia. First, a list of labor union presidents and professional organization leaders who were in office in 1982 was obtained from the Directory of Labor Organizations (4). Assembled by the Bureau of Labor Statistics, this listing of 238 labor organizations was the most comprehensive catalogue available (see Appendix A). However, one union had disbanded, one had declared bankruptcy, one had become defunct, and 22 had merged. As these organizations no longer exist, it was not possible to gather data on the leaders. Consequently, 213 leaders of labor organizations were actually studied.

Second, the names of the leaders were located in the 1980 Biographical and Genealogy Index (15). Third, the biographical dictionaries listed for each leader were noted. As the West Virginia University Library did not have a more recent edition of the index, current biographical dictionaries were researched without the aid of

an index. Fourth, the secondary data were gathered from the dictionaries on 96 labor leaders. Therefore, of the 213 labor organization leaders studied, it was possible to gather secondary data on 96 which is 45.1 percent.

Primary Data Collection

During December, 1983, and the first four months of 1984, the second phase of primary data collection was conducted. In cooperation with the Institute for Labor Studies at West Virginia University, a letter of introduction and a questionnaire were developed. The purposes of the letter were to inform the respondent of the purposes of the study, to explain the method of research, and to encourage participation.

On December 15, 1983, the letter of introduction, the questionnaire, and a stamped, self-addressed envelope were mailed to the public relations officers of the labor organizations (see Appendixes B and F). If a public relations officer was not listed in the Directory of Labor Organizations, the letter was mailed directly to the president. Each of the 213 officials was asked to participate by completing the questionnaire or by sending a vita of the labor leader.

To those unions for which no responses were received, follow-up letters were mailed on January 23, February 9, and April 2, 1984 (see Appendixes C, D, and E). In the last mailing, all letters were addressed directly to the presidents rather than to the public relations officers. Because this was the last follow-up, the presidents were asked either to participate or to indicate their lack of

willingness to participate in the study at the bottom of the letter (see Appendix E).

The first mailing resulted in the receipt of 50 letters. From the second request, 23 letters were received; from the third correspondence, 14 additional letters were delivered; and from the fourth appeal 59 letters were produced. Of the 146 letters received, 93 were willing to participate in the study; whereas 53 were unwilling to participate. Since 213 labor organizations were investigated and 146 responded, the response rate was 68.5 percent. Of the 146 responses, 93 organizations (63.7 percent of the returns) indicated as willingness to participate. Consequently, the positive response rate from the sample was 43.7 percent (93 unions out of 213). For an analysis of each mailing stage, see Table 4.1. Of the 53 labor organizations unwilling to participate, several provided explanations. The explanations and the frequency of each were as follows: not a labor union (4), no longer president (12), invasion of privacy (2), lack of compensation (1), and no reason (34). To further clarify the reasons for nonparticipation, see Table 4.2.

Although the letters indicated that this study was not only of labor unions, but also of professional organizations, the professional organizations declined to participate. Furthermore, the subjects of interest were the leaders who were in office in 1982. Those leaders who had since retired, who were no longer in office, or whose election was challenged did not seem to understand that being in office in the present was not necessary. In addition, two felt the study of personal characteristics was an invasion of privacy. One respondent

TABLE 4.1

A Comparison of the Response Rate for Each Mailing:
A Survey of Labor Leaders, 1984

Type of Contact	Frequency of Positive Response	Percent	Frequency of Negative Response	Percent
First Mailing	48	51.6	2	3.8
Second Mailing	22	23.7	1	1.9
Third Mailing	14	15.1	--	--
Fourth Mailing	9	9.7	50	94.3
Total	93	100.0	53	100.0

TABLE 4.2

Reasons Cited by Respondents for Refusal to Participate in a Survey of Labor Leaders, 1984

Reasons Cited		Frequency of Response	Percent*
Not a labor union		4	7.6
No longer president		13	24.5
Retired	7		
No longer in office	5		
Election challenged	1		
Invasion of privacy		2	3.8
No reason		34	64.2
Total		53	100.1

*Percent column total exceeds 100% due to rounding.

indicated that the banking of personal data may be impressive to a Ph.D. committee, but that the invasion of privacy should only be made for more valid reasons. Indeed, one leader indicated that his salary was $20 per hour and completion of the questionnaire would require similar payment. Of the 53 labor organizations that indicated a lack of willingness to participate, secondary data from biographical dictionaries was available on 18.

In summary, secondary data were collected on 96 leaders, and both primary and secondary data were collected on 47 leaders. Thus, the actual total number of leaders investigated was 142. This represents 66.7 percent of the 213 leaders in the sample. As the nature of the data is personal, the participants in the study were guaranteed anonymity. Therefore, a list of the participants and their respective organizations is not provided. Upon examining the labor organizations, it is clear that many different segments of the labor force are represented. They range from professionals to unskilled blue collar workers.

Since this study collected information from both primary and secondary sources, the Chi-Square test of goodness-of-fit was used to determine whether the information differed from one source to the other (18). After data were gathered on 42 labor leaders from both primary and secondary sources, the reported present ages for the leaders from the two sources that were compared. The calculated Chi-Square value was .07, df=41 and was not significant at the .05 level. Therefore, the two sources were reporting similar information. In other words, the secondary sources were reliable

reporters of information obtained through primary sources. Consequently, the two sets of data were merged. Whenever there was conflict between primary and secondary information, the primary data were used.

Summary

Both secondary and primary data on the personal characteristics of labor leaders were gathered. In the first phase, secondary data were collected. Moreover, the sample was defined as the 213 labor leaders listed in the Directory of Labor Organizations (4). Through use of a biographical index, information on the leaders was gathered from biographical dictionaries. This resulted in the collection of information on 96 leaders or 45 percent of the 213 leaders in the sample.

In the second phase, primary data were gathered. Four requests for information mailed to the labor organizations. This effort resulted in 93 positive and 53 negative responses to the request. However, of those 93 providing primary information, secondary information had previously been collected on 47. Therefore, the actual number of leaders used in this study was 142 which is 66.7 percent of the sample.

To assure that the secondary data from the biographical dictionaries were reliable sources, the Chi-Square test of goodness-of-fit was conducted. Of the leaders on which both secondary and primary information was available, a comparison was made of the personal characteristic of age at present. This test revealed the secondary sources to be reliable.

In total, 142 labor leaders from the 213 in the sample were analyzed. These leaders represent a broad spectrum of labor organizations that range from highly educated professionals to unskilled blue collar workers.

Research Questions

In this section each of the pertinent research questions (posed in Chapter 1) which pertain to the hypotheses are answered in turn. For each question posed, the data are presented and followed by a consideration of the significance of the particular results obtained.

What are the personal characteristics of incumbent labor unions presidents?

In this study, the personal characteristics of labor leaders on which data were collected were age, education, sex, race, occupational background of parents, and career pattern. Each of these personal characteristics are analyzed in the following sections. In addition, a collective portrait of labor leaders is described, and a comparison to Friedman's study is included.

Age

Age was defined as the number of years at five points in time--the age of full-time entrance to the work force, the age of joining a particular union, the age of election to the first union position, the age of election to the union presidency, and the age at present (1984). Table 4.3 displays the results of the data collection on this attribute. Due to lack of inclusion of all the desired

TABLE 4.3

Ages of Labor Leaders: Full-Time Entrance to Work Force, Joining this Union, Election to First Union Position, Election to the Union Presidency, and at Present (1984)

Age	$\bar{X}$	SD	Minimum Value	Maximum Value	Median	N
Age of full-time entrance to work force	20.6	4.5	13	38	20	98
Age of joining this particular union	24.4	6.2	15	49	23	129
Age of election to first union position	32.5	8.5	17	63	32	129
Age of election to the union presidency	49.4	9.1	27	67	50	127
Age at present (1984)	58.2	9.6	33	84	59	133

information in the secondary sources, the number of labor leaders varied on each attribute of age.

The mean age of full-time entrance to the work force was 21 (N = 98). The range was 25 years with 38 as the oldest entrant and 13 as the youngest entrant. However, one labor leader indicated entering the work force as a child too young to remember the exact year. Conceivably, this wide range could be due to different interpretations of the attribute "age of full-time entrance to the work force." For example, a writer may have answered the age at the time of his/her first published work. Therefore, the true range could actually be greater or less. In addition, the median age of entrance to the work force was 20.

The mean age of joining a particular union was 24 (N = 129). The range was 34 years with 49 as the oldest age and 15 as the youngest age. Furthermore, the median age for joining a particular union was 23.

The mean age of election to the first union position was 33 (N = 129). Within the range of 46 years, 63 was the age of the oldest reported elected official and 15 was the age of the youngest. Moreover, the median age of election to the first union position was 32.

Labor leaders were elected to the presidency at the mean age of 49 (N = 126). The extreme ages were 27 years as the youngest age of election to the presidency and 67 as the oldest age. Thus, the range was 40 years, and the median was 50 years.

In 1984, the average age of union presidents was 58 (N = 133). The youngest reported age was 33 and the oldest was 84, with a range of 51 years and a median of 59 years.

Summarizing the personal characteristics of age, labor leaders entered the work force at 21, joined a particular union at 24, were elected to their first union position at 32, were elected to the union presidency at 49, and are presently 58 years old. Actually, the means may not provide a completely accurate picture of this attribute due to the large amount of dispersion from the mean. Consequently, the variance and the size of the ranges should be kept in mind when considering the age characteristic.

Education

Education of the labor leaders was analyzed by two measurements--number of years of formal education and major fields of study. The average number of years of formal education was 14 (see Table 4.4). The median was also 14. The highest number of years was 21 which represents a doctorate degree. Although the lowest number of years was eight, one leader had left school as a child too young to remember the exact age. Thus, the range of 13 years could be larger. The mode or most often reported number of years of education was 12 which represents a high school graduate. Furthermore, two leaders had honorary degrees which were not included in the analysis.

Using 1980 Bureau of Census data, a comparison of the years of education of labor leaders to members of the labor force was made (see Table 4.5). The median number of years of education is greater for labor leaders (14) than for the labor force (12). Similarly, the

TABLE 4.4

Number of Years of Formal Education of Labor Leaders (1984)--Descriptive Statistics

Number of Years of Formal Education	Descriptive Statistics
Mean	14.3
Standard Deviation	2.7
Minimum Value	8
Maximum Value	21
Median	14
Mode	12
Number of Subjects	114

TABLE 4.5

A Comparison of Education--Number of Years of School Completed for the Members of the Labor Force (1980) versus Those of Labor Leaders (1984)

Years of Formal Education Completed	Descriptive Statistics	
	1980 Labor Force* Percent	1984 Labor Leaders Percent
8 or less	16.6	1.8
9 to 11	14.6	7.9
12	35.7	21.1
13 to 15	16.0	29.8
16	9.1	21.1
More than 16 years	8.0	18.4
Total	100.0	100.0
Median Number of Years of Education	12.5	14

*Percentages were calculated using the data on white males and females who were 25 years or older in 1980.

Source: Table 123. Educational Characteristics by Race: 1980, "General Social and Economic Characteristics," 1980 Census of Population, Volume 1, U.S. Department of Commerce, Bureau of Census, p. 97.

proportion of labor leaders attending college, graduating from college, or seeking graduate degrees was greater than the proportion of the members of the labor force (38). In other words, the number of years of education of labor leaders was perceived to be greater than the number of years of the education of the total labor force.

In order to analyze the labor leaders' major field of study, several categories were developed including general, business, professional, education, and arts and sciences. If the leaders had 12 or fewer years of formal education or did not report a major field of study, they were categorized as general. Of the 142 leaders, 59.2 percent were general; 14.1 percent were business majors, 12 percent were professional, 6.3 percent were education majors, and 12.7 percent were arts and sciences (see Table 4.6).

In order to have a more detailed view of the major fields of study, an analysis by subfield was undertaken (see Table 4.7). In the field of business, the most popular areas were labor relations (30%), business administration (30%), and economics (25%). Of those attending professional school, the most commonly reported majors were law (29.4%) and engineering (29.4%). In the arts and sciences disciplines, the more popular areas were political science (22.2%) and liberal arts (16.7%).

In summary, based on the data gathered on education, the average number of years of education was 14. At least 50 percent of the leaders had 14 years of formal school. In addition, labor leaders appeared to have greater levels of education than the general labor force. Of the reported major fields of study, business, professional,

TABLE 4.6

Major Fields of Study of Labor Leaders (1984)--
Descriptive Statistics

Major Fields of Study	Descriptive Statistics	
	Frequency*	Percent**
General	84	59.2
Business	20	14.1
Professional	17	12.0
Education	9	6.3
Arts and Sciences	8	12.7
Total	148	104.3

*Frequency column total exceeds the number of subjects (N = 114) due to the reporting of dual majors.

**Percent column total exceeds 100% due to the reporting of dual majors.

TABLE 4.7

Education of Labor Leaders, 1984--A Frequency and Percentage Analysis of Subfields of Study

	Descriptive Statistics	
Business	Frequency	Percent
Labor Relations	6	30.0
Business Administration	6	30.0
Economics	5	25.0
Accounting	2	10.0
Management	1	5.0
Total	20	100.0
Professional		
Law	5	29.4
Engineering	5	29.4
Other	7	41.2
Total	17	100.0
Education	9	100.0
Arts and Sciences		
Political Science	4	22.2
Liberal Arts	3	16.7
English	2	11.1
Social Studies	2	11.1
Philosophy	2	11.1
Other	5	27.8
Total	18	100.0

and arts and sciences were the most common areas of study. Specifically, labor relations, business administration, economics, law, engineering, education, and political science were popular.

When interpreting this data, the larger amount of variance from the mean should be considered. The large standard deviations and ranges make the interpretation of the data misleading if only the means are observed.

Sex

There were five females (3.5%) and 137 males (96.5%) in the sample of labor leaders. Of the five females, four head state labor organizations, and only one leads a national labor organization (see Table 4.8). In 1980, the labor force of persons 16 years old and older was composed of 57.9 percent males and 42.1 percent females (38). Clearly, a larger proportion of males lead unions than the proportion of males found in the labor force.

Race

Race was not included in the final statistical analysis of the data due to lack of reported information on many leaders. The absence of these data was due to two reasons. First, secondary sources did not include the race of those listed in the biographical dictionaries; and second, several leaders did not report race in the response to the questionnaire.

Table 4.9 reveals the data on race which were collected. From this information, it is clear that the most common ethnic group was white. Due to the overwhelming majority of leaders being white (94%),

TABLE 4.8

Frequency and Percentage Analysis on Sex of Labor Leaders, 1984 and Members of the Labor Force, 1980

Sex	Descriptive Statistics			
	Labor Leaders (1984)		Labor Force (1980)	
	Frequency	Percent	Frequency	Percent
Male	137	96.5	61,416,203	57.9
Female	5	3.5	44,668,465	42.1
Total	142	100.0	106,084,668	100.0

Source: Table 87. Labor Force Status By Age, Race, Sex: 1940 to 1940 to 1980, "General Social and Economic Characteristics," 1980 Census of Population, Volume 1, U.S. Department of Commerce, Bureau of Census, p. 31.

TABLE 4.9

Frequency and Percentage Analysis of the
Ethnic Background of Labor Leaders
(1984)

Ethnic Group	Descriptive Statistics	
	Frequency	Percent
White	79	94.0
Black	2	2.4
Hispanic	2	2.4
Japanese	1	1.2
Total	84	100.0

inclusion of this variable would not have added a great deal to the statistical analysis. In addition, the multivariate analysis of variance procedure eliminated all labor leaders from the analysis whenever any measurements of the personal characteristics were missing. Therefore, inclusion of race in the statistical analysis would have resulted in a smaller sample of labor leaders.

Occupational Background of Parents

Since sociological studies have shown that the occupational background of one's parents seemed to be related to one's present occupation (29), this variable was included in this study. The occupational background of the labor leaders' parents was measured by two scales--Duncan's Socio-Economic Status Scale and Rice's Modified White Collar-Blue Collar Scale.

If the occupations were available for both the father and the mother, the parent with the highest status occupation was included. Both parents' scores were provided for 83 leaders. The father's score outranked the mother's score in 76 percent of the cases; the mother's score outranked the father's in 16 percent; and the scores were equal in 8 percent.

Based on Duncan's Socio-Economic Status Scale, the mean score for the parent's occupational background was 36 which falls in the sixth decile (see Table 4.10). In other words, in the general population, a score of 36 is in the range of the top 40 percent of all occupations (29). To aid in the interpretation of this score, Table 4.11 is provided of other occupations which are also ranked in the sixth decile.

TABLE 4.10

A Comparison of the Occupational Background of Labor Leader's Parents--Duncan's Socio-Economic Status Scale versus Rice's Modified White Collar-Blue Collar Scale

	Descriptive Statistics	
Occupational Background of Labor Leaders Parents	Duncan's Socio-Economic Status Scale	Rice's Modified White Collar-Blue Collar Scale
Mean	36.2	2.7
Standard Deviation	24.9	1.5
Minimum Value	2	1
Maximum Value	96	5
Median	37	3
Mode	2	4
N	99	99

TABLE 4.11

Occupations Ranked in Sixth Decile by Duncan's Socio-Economic Status Scale

Occupation	Score
Apprentice	
Electrician	37
Mechanic	34
Plumber	33
Fireman	37
Mechanic	
Office Machines	36
Radio/TV	36
Optician	39

Source: John P. Robinson, Robert Athanasiou, and Kendra Head. Measures of Occupational Attitudes and Occupational Characteristics. Ann Arbor, Michigan: The Institute for Social Research, The University of Michigan Press, 1978.

The maximum reported parent's score on Duncan's scale was 96 which was a physician, and the minimum score was two which was a coal miner. In addition, the median was 37, and the mode was two which depicted eight coal miners and one gold miner. Since the range is 94 on a 100 point scale, there was much dispersion in the rankings. Indeed, this variance from the mean was revealed by the standard deviation which is 24.9 (see Table 4.10).

Upon utilizing Rice's Modified White Collar-Blue Collar Scale, the mean score for the parent's occupational background was 2.7. This score rests between two categories, low status-white collar and high status-blue collar (see Table 4.10). However, few parents' scores were in either of these two categories. Approximately 39 percent of the scores were high status-white collar, 3 percent were low status-white collar, 11 percent were high status-blue collar, 41 percent were low status-blue collar, and 5 percent were farm occupations (see Table 4.12).

Similar to the rankings on Duncan's scale, the parents' occupations on the Rice Scale have a wide range as illustrated by the standard deviation of 1.46 on a five point scale. Therefore, care should be taken when attempting to interpret this data.

In summary, the average occupational background score of the labor leader's parents on Duncan's Socio-Economic Status scale ranked in the top 40 percent of all occupations in the population. In addition, the most frequently reported categories of occupations of the parents on Rice's Scale were white collar-high status and blue collar-low status. It is reemphasized that the mean does not accurately

TABLE 4.12

Frequency and Percentage Analysis of Rice's Modified White Collar-Blue Collar Scale of Labor Leader's Parents, 1984

Rice's White Collar-Blue Collar Scale Scores	Descriptive Statistics	
	Frequency	Percent
1--High status-white collar	39	34.9
2--Low status-white collar	3	3.0
3--High status-blue collar	11	11.1
4--Low status-blue collar	41	41.4
5--Farm occupations	5	5.1
Total	99	100.0

describe the occupational background of the parents due to the variance.

Career Pattern

The career pattern of the labor leader was defined as the progressive steps to reaching the presidency. It was viewed as Duncan's Socio-Economic Status Scale score and Rice's Modified White Collar-Blue Collar Scale score of the job held prior to election to the first union office, the total number of years in all union offices, the number of years as a union member, and the number of years as president. Each of these progressive steps is discussed sequentially (see Table 4.13).

From the data gathered on 117 labor leaders, the mean occupational rating on Duncan's Socio-Economic Status Scale of the job held prior to election to the first union office was 45 (see Table 4.13). This rating falls in the seventh decile ranges in the top 30 percent of all occupations in the general population (29). Other jobs included in the seventh decile are shown in Table 4.14.

The maximum reported occupational score of the labor leader's job held prior to election to union office was 93, which was a lawyer, and the minimum was two which was a coal miner. Therefore, the range of 91 on a 100 point scale was rather large. Similarly, the standard deviation of 24 shows much dispersion from the mean. The median was 47, and the mode was 58 which is the SES rating of a labor leader. In other words, the jobs held prior to election to union office were quite varied, and there was little or no typical pattern for labor leaders.

TABLE 4.13

Summary Statistics of the Career Pattern Indicators of Labor Leaders--Duncan's Socio-Economic Status Scale Score and Rice's Modified White Collar-Blue Collar Status Scale of Job Held Prior to Election to Union Office, Number of Years in All Union Offices, Number of Years as a Union Member, Number of Years as President

Career Pattern Indicators	Statistics							
	Mean	Standard Deviation	Maximum Score	Minimum Score	Range	Mode	Median	N
Duncan's Socio-Economic Status Scale--Job Held Prior to Election to First Union Office	45.2	23.9	93	2	91	58	47	117
Rice's Modified White Collar Blue Collar Scale--Job Held Prior to Election to First Union Office	2.4	1.4	5	1	4	1	3	117
Number of Years--All Union Offices	26.0	11.7	50	3	47	32	28.5	130
Number of years as a Union Member	32.9	11.8	65	6	59	37	36	131
Number of Years as President	8.6	5.9	29	1	28	4	7	132

TABLE 4.14

Occupations Ranked in Seventh Decile by Duncan's Socio-Economic Status Scale

Occupation	Score
Manager	
Construction	40
Auto Repair	47
General Merchandise	47
Library Assistant	44
Telegraph Operator	45

Source: John P. Robinson, Robert Athanasiou, and Kendra Head. Measures of Occupational Attitudes and Occupational Characteristics. Ann Arbor, Michigan: Institute for Social Research, The University of Michigan Press, 1978.

Based on Rice's Modified White Collar-Blue Collar Scale, the mean for the job held prior to election to office was 2.4. This denotes a ranking between the white collar-low status and blue collar-high status. Few leaders fit either of these classifications. Approximately 48 percent of the labor leaders were white collar-high status, none were white collar-low status, 16 percent were blue collar-high status, 44 percent were blue collar-low status, and one percent were farm occupations (see Table 4.15). Indeed, the standard deviation of 1.4 on a five point scale indicated a large amount of variance in the scores.

In summary, the average of the occupational scores for the jobs held prior to election to the first union office rank in the top 30 percent on the SES scale. Furthermore, most leaders held either white collar-high status or blue collar-low status jobs prior to election to union office.

The mean for the number of years in all union offices was 26 with a standard deviation of 12 (N = 130). In addition, the maximum number of years in all offices was 50, and the minimum number of years was three. Therefore, the range was 47 and the median was 28.5.

The mean number of years as a union member was 33 with a standard deviation of 12 (N = 131). Since the maximum number of years as a union member was 65 and the minimum was six, the range was 59 years, with a calculated median of 36.

The mean number of years as president was nine with a standard deviation of six (N = 132). Moreover, the maximum number of years as president was 29 with a minimum of one. The range was 28 and the median was seven.

TABLE 4.15

Frequency and Percentage Analysis of Rice's Modified White Collar-Blue Collar Scale of Labor Leader's Job Held Prior to Union Election, 1984

Rice's Modified White Collar-Blue Collar Scale Score	Descriptive Statistics	
	Frequency	Percent
1--White collar-high status	56	47.9
2--White collar-low status	--	--
3--Blue collar-high status	16	13.7
4--Blue collar-low status	44	37.6
5--Farm occupations	1	.9
Total	117	100.0

If the means are used to depict the career pattern of a labor leader, the following progressive steps are noted. A typical labor leader held a job that ranked in the top thirty percent of all jobs prior to election to union office. This occupation was most likely either to be white collar-high status or blue collar-low status. In addition, the typical leader had served in all offices 26 years, had been a union member for 33 years, and had been union president for nine years.

In fact, the best description of the career pattern may be "varied," due to the large amount of variance in each career step.

Collective Portrait of Labor Leaders

The 238 labor organization leaders listed in the Directory of Labor Organizations were defined as the subjects of this research project (4). Due to circumstances such as mergers and bankruptcies, only 213 organizations were studied. Both primary and secondary data were gathered.

First, secondary data were collected on the personal characteristics of 96 labor leaders. Second, primary data were collected by sending either four letters to the public relations officers or to the presidents. This resulted in primary data on 93 labor leaders. Since there was some duplication between the primary and secondary data, the goodness-of-fit Chi-Square test was conducted to check for reliability. The secondary data proved to be a reliable source of information at the .05 level of significance. Therefore, the data sets were pooled which resulted in 142 different labor leaders being studied.

A summary table of the personal characteristics of the labor leaders is included (see Table 4.16). Using the means as representative indicators, the typical labor leader could be described as follows. The leader is a white male who has attended college for two years. If a major field of study had been declared, it was probably business, arts and sciences, or a professional school major. After entering the work force at 21, the leader joined the union at 24, was elected to his/her first union position at 32, was elected to the union presidency at 49, and is 58 years old. The leader's parents held occupations that rank the top 40 percent of all jobs. In addition, the leader's last job held prior to election to union office was ranked in the top 30 percent of all jobs. Furthermore, the leader has been a union member for 32 years, a union officer for 26 years, and union president for 8.6 years.

This portrait is painted using the means as indicators of the personal characteristics. However, there is much variance from the means. In other words, the leaders in the study could be quite different from the means of the personal characteristics. A comparison of these personal characteristics to those in a previous study follows.

Comparison To Previous Research

Since Friedman's study (10) of labor leaders was the most recent, it was used as a basis of comparison (see Table 4.17). Friedman's study used only means and percentages as summary statistics. In addition, it impossible to compare all the variables of interest due to differences in measurement. Yet, it was possible to

TABLE 4.16

Summary Statistics of the Personal Characteristics of Labor Leaders, Age, Education, Occupational Background of Parents, Career Pattern, Major Fields of Study, Sex, and Race

Personal Characteristics	Statistics	
	Mean	Standard Deviation
Age		
Of full-time entrance to work force	20.6	4.5
Of joining this particular union	24.4	6.2
Of election to the first union position	32.5	8.5
Of election to the union presidency	49.4	9.1
At present (1984)	58.2	9.6
Education		
Number of years	14.3	2.8
Occupational Background of Parents		
Duncan's SES Score	36.2	24.9
Rice's Modified White Collar-Blue Collar Status Scale	2.7	1.5
Career Pattern		
Job held prior to union office		
Duncan's SES Score	45.2	23.9
Rice's Modified White Collar-Blue Collar Status Scale	2.4	1.4
Number of years in all offices	26.0	11.7
Number of years as union member	32.9	11.8
Number of years as president	8.6	5.9

	Percent*
Major Fields of Study	
General	59.2
Business	14.1
Professional	12.0
Education	6.3
Arts and Sciences	12.7
Total	104.3
Sex	
Male	96.5
Female	3.5
Total	100.0

TABLE 4.16 (Continued)

Personal Characteristics	Percent
Race	
White	94.1
Black	2.4
Hispanic	2.4
Japanese	1.2
Total	100.0

*Percent total exceeds 100.0 due to the reporting of multiple majors.

TABLE 4.17

A Comparison of Age, Education, Career Pattern, Sex, and Race of Labor Leaders in 1967 versus Those in 1984

Personal Characteristics	1967 Friedman n=75	1984 Beggs n=142	Statistics	P
Age	Mean	Mean	t	
Of full-time entrance to work force	18*	20.6	5.78	S
Of joining this particular union	24	24.4	.74	NS
At present (time of study)	60	58.1	-2.26	S
Present Age	Percent	Percent	χ^2	
Under 35	--	1.5		
35-44	5.3	11.3		
45-54	18.7	15.8		
55-64	50.7	45.8		
65 and over	25.3	25.6		
Total	100.0	100.0	33.7	S
Education	Percent	Percent	χ^2	
Number of Years				
Grammar school or less	10.3	1.8		
Some high school	20.7	7.9		
High school graduate	27.1	21.1		
Some college	27.5	29.8		
College gradute	6.2	21.0		
Post graduate	8.2	18.4		
Total	100.0	100.0	60.61	S

TABLE 4.17 (Continued)

Personal Characteristics	1967 Friedman n=75	1984 Beggs n=142	Statistics	P
Career Pattern	Mean	Mean	t	
Number of years in all union offices	15.1	26	10.5	S
Number of years as union member	22.7**	32.9	9.81	S
Number of years as president	10.1	8.6	-2.94	S
Sex	Percent	Percent	χ^2	
Male	100.0	96.5		
Female	0	3.5		
Total	100.0	100.0	33.05	S
Race	Percent	Percent	χ^2	
White	97.0	94.0		
Black	3.0	2.4		
Hispanic	--	2.4		
Japanese	--	1.2		
Total	100.0	100.0	29.49	S

*The mean includes data from officers other than president.

**Time from joining union to first leadership position (7.6) plus time from first leadership position to president (15.1).

Adapted from Abraham Friedman, "The American Trade Union Leader: A Collective Portrait: In Trade Union Government and Collective Bargaining, pp. 207-235. Edited by Joel Seidman. New York: Praeger Publishers, 1970.

compare age, education, career pattern, sex, and race. In the following comparison, Friedman's study will be referred to as the former and this project as the latter.

In the former study, the age of full-time entrance to the work force was younger (18) than the age in the latter study (20.6). Similarly, the age of joining this union was slightly younger (24) than the age in the latter (24.4). However, the age at present was older in the former (60) than the age in the latter (58.1).

Upon comparing education, the former labor leaders appeared to have less formal education than the latter leaders. In the former study, the proportion of leaders having at least a high school diploma was 69 percent. Nevertheless, in the latter study the proportion was 90.3 percent. In the former study, only 6.2 percent graduated from college, whereas 21 percent graduated in the latter study. In addition, 8.2 percent had post graduate education as compared to 18.4 percent in the latter study.

The career patterns of the labor leaders were compared by the number of years in all union offices, the number of years as a union member, and the number of years as president. In the former study, the number of years in all union offices (15.1) and as a union member (22.7) were less than the numbers in the latter study (26, 32.9). Nonetheless, the number of years as president was greater (10.1) than the number in the latter study (8.6).

In the former study, the leaders were all male and predominantly white. In the latter study, 3.5 percent of the leaders were women, and white remained the dominant race of the leaders.

To determine whether the personal characteristics of the labor leaders in the present study were significantly different from those of the labor leaders in the Friedman study, independent samples t tests and goodness-of-fit Chi-Square tests were performed. Independent samples t tests were performed on age of full-time entrance to the work force, age of joining this particular union, age at present, the number of years in all union offices, the number of years as a union member, and the number of years as president. Moreover, goodness-of-fit Chi-Square tests were performed for age at present, education, sex, and race.

On one hand, the t tests revealed a significant difference between the age of full-time entrance to the work force for labor organization leaders in the Friedman study from those in the present study ($t = 5.77$, $p < .05$). On the other hand, the t test for age of joining this particular union was not significantly different ($t = .74$, $p > .05$). In addition, the t tests for age at present was significantly different ($t = -2.26$, $p < .05$). In other words, the age of entrance to the work force and the present age of labor organization leaders differed from the prior study to the present study. However, no difference was found in the age of joining a particular union. All the t tests on career pattern revealed significant differences. First, the number of years in all union offices was different from the Friedman study to the present study ($t = 10.5$, $p < .05$). Second, the number of years as a union member was found to be different ($t = 9.81$, $p < .05$). Third, the mean number of years as president was different between the studies ($t = -2.94$, $p < .05$). Consequently,

the career pattern of labor organization leaders appears to have changed since the Friedman study in 1968.

The goodness-of-fit Chi-Square tests produced similar results. First, the calculated Chi-Square value for present age was 33.7, df = 4 and was significant at the .05 level. In other words, the age at present of labor leaders in this study are different from those in the Friedman study. Indeed, the mean age at present was 60 in the Friedman study, but was revealed to be 58.1 in this research project. Second, the calculated Chi-Square value for education was 60.61, df = 5 and was significant at the .05 level. Apparently, the leaders in the present study have higher levels of formal education than the leaders in the Friedman study. Third, the Chi-Square value for sex was 33.05, df = 1 and was significant at the .05 level. In fact, there were no female labor leaders in the Friedman study. Fourth, the Chi-Square for race was 29.49, df = 3 and was significant at .05 level. The predominant race remained white in both studies. However, the Chi-Square values may be distorted or inflated due to expected cell frequencies of less than five. Therefore, the Chi-Square tests of significance should be regarded as extremely liberal (18, p. 219).

What are the personal characteristics that differentiate labor union presidents who have been in office for long time periods from those who are newly elected?

Since labor leaders are elected, the officers selected may be a response either to the internal wants and needs of the members or to the external threats and opportunities of the union. It appears that the internal and external environments of union change over time. Therefore, as the turnover rate of labor leaders has historically been

low, the leaders presently in office may be a reflection of the times of their election. Maybe the personal characteristics of the leaders vary according to the length of tenure in office and thus reflect the internal and external union environments.

In order to investigate the research question, the following hypothesis was generated:

> A statistically significant relationship exists between the personal characteristics of labor leaders--age, education, sex, race, occupational background of parents, and career pattern--and the length of tenure in presidential office.

In this section the results of the statistical procedures used to analyze this research question are presented. Statistical methods involved multivariate analysis of variance, analysis of variance, and discriminant analysis. The results of each of these procedures are discussed in turn.

Multivariate Analysis of Variance

The first preliminary statistical procedure performed was multivariate analysis of variance (MANOVA). Like analysis of variance (ANOVA), MANOVA is concerned with differences between groups. Since there were three dependent variables (length of tenure, union size, and union growth), this procedure was required. Furthermore, the MANOVA procedure accounted for possible correlations among all the dependent variables while testing all the variables simultaneously. Simultaneous testing on the combination of criterion (dependent) variables is important. As the criterion variables were obtained from the same labor leader, they may be correlated. As a result, the

MANOVA procedure reduced the probability of a Type I error, rejecting the null hypothesis too often (13).

The SAS MANOVA procedure automatically eliminated from the analysis any labor leaders on whom there was incomplete information. However, in the collection of the data, the secondary sources did not always provide complete information on all the personal characteristics of the labor leaders. Consequently, there were many missing measurements. As the procedures were run, the SAS MANOVA procedure eliminated labor leaders on which there were missing data. This resulted in a smaller sample size of 71.

To test for the significance of the combined effect of the dependent variables on the independent variables, the Wilks' Lambda criterion was used. Since Wilks' Lambda is the oldest and most frequently used statistic, it is called the preferred statistic (18). In contrast to a significant F ratio, a small calculated value represents a significant Wilks' Lambda. The results of the MANOVA procedure are found in Table 4.18. To aid in interpretation of the analysis, both Wilks' Lambda and F ratios are included.

The age of election to the union presidency was found to be significant with Wilks' Lambda of .19 and $F = 71.21$, $df = 3/51$, $p < .0001$. In addition, the age at present (1984) was found to be significant with Wilks' Lambda of .40 and $F = 25.80$, $df = 3/51$, $p < .0001$. In other words, the age of election to the union presidency and age at present (1984) have a statistically significant relationship to length of tenure in office, to union size, and to union growth. Since these variables were significant in the MANOVA

TABLE 4.18

Multivariate Analysis of Variance with Length of Tenure, Union Size, and Union Growth as Dependent Variables and Personal Characteristics as Independent Variables-- Wilks' Lambda Criterion and Exact F

Variable	Wilks' Lambda	Exact F	Degrees of Freedom	Probability
Sex	.96	.71	3,51	.5540
Age of entrance to work force	.96	.65	3,51	.5896
Joining a union	.92	1.42	3,51	.2471
Election to first union position	.98	.27	3,51	.8474
Election to union presidency	.19	71.21	3,51	.0001
At present (1984)	.40	25.80	3,51	.0001
Education	.99	.08	3,51	.9652
SES Score of Parents	.98	.43	3,51	.7377
Rice's Score of Parents	.98	.35	3,51	.7885
SES Score of Prior Job	.98	.28	3,51	.8433
Rice's Score of Prior Job	.97	.56	3,51	.6482
Number of Years in All Offices	.97	.45	3,51	.7252
Number of Years as Union Member	.97	.56	3,51	.6500
Business Major	.88	2.33	3,51	.0845
Professional Major	.99	.05	3,51	.9817
Education Major	.94	1.16	3,51	.3345
Arts and Sciences Major	.94	1.19	3,51	.3212

procedure, significant F ratios may be interpreted in the ANOVA procedure.

Because all the other personal characteristics were not found to be significant, no evidence of a statistically significant relationship was produced by the MANOVA procedure. Therefore, any significant factors in the ANOVA procedure must be attributed to chance or random error.

Analysis of Variance

Univariate analysis of variance was performed with length of tenure in presidential office as the dependent variable and the personal characteristics as the independent variables. An examination of the mean scores on each of the personal characteristics showed a difference between the groups based on the length of tenure in presidential office ($F = 23.76$, $df = 17/53$, $p < .0001$) (see Table 4.19).

To provide complete results of this procedure, Table 4.20 is included. The personal characteristics contributing to the significant means difference based on length of tenure are age of election to the union presidency ($F = 217.78$, $df = 1/53$, $p < .0001$) and age at present (1984) ($F = 80.39$, $df = 1/53$, $p < .0001$).

As a result of the ANOVA procedure, it was concluded that the length of tenure in presidential office is related to the personal characteristics of the labor leaders. In other words, the differences in the means of the personal characteristics are beyond those of chance and are related to the length of tenure in presidential

TABLE 4.19

Summary of Univariate Analysis of Variance of Length of Tenure in Presidential Office as the Dependent Variable and Personal Characteristics of Labor Leaders as the Independent Variables

Source	Degrees of Freedom	Mean Square	F	Probability
Model	17	139.00	23.76	.0001
Error	53	5.85		
Total	70			

TABLE 4.20

Summary of Univariate Analysis of Variance of Length of Time in Presidential Office as the Dependent Variable and Personal Characteristics of Labor Leaders as the Independent Variables—A Breakdown into Factors

Source—Personal Characteristics	Degrees of Freedom	F	Probability
Sex	1	1.68	.2001
Age—of Entrance to Work Force	1	1.65	.2042
Joining a union	1	.05	.8292
Election to first union position	1	.19	.6670
Election to union presidency	1	217.78	.0001
At present	1	80.39	.0001
Education	1	.04	.8353
SES Score of Parents	1	.41	.5251
Rice's Score of Parents	1	.50	.4807
SES Score of Prior Job	1	.68	.4130
Rice's Score of Prior Job	1	.78	.3815
Number of Years in All Offices	1	.40	.5304
Number of Years as Union Member	1	1.66	.2028
Business Major	1	3.84	.0555
Professional Major	1	.10	.7562
Education Major	1	1.65	.2051
Arts and Sciences Major	1	1.05	.3101

office. In particular, the age of election to the union presidency and the age at present vary according to the length of tenure in office. As a result of the statistical findings, the hypothesis was accepted.

Discriminant Analysis

To analyze the length of tenure in office further, labor leaders were categorized into two groups--long term and short term. A long term labor leader was defined as one elected prior to 1971, and a short term labor leader was one elected after 1971. After collecting the data, there were 19 long term leaders and 113 short term leaders. Consequently, the categories were inappropriate and were redefined, and the median was established as the dividing line between long term and short term leaders. Upon using the median, long term leaders had served seven years or more in office, and short term leaders had served less than seven years. As a result of the redefinition, 65 were long term leaders and 67 were short term leaders.

In an attempt to distinguish further the differences between labor leaders who have been in office for longer periods of time from those who have been in office for shorter periods, discriminant analysis was performed. Moreover, the main purpose of this technique was analysis rather than prediction of future classifications.

Since there may be more discriminating variables (personal characteristics) than necessary to achieve satisfactory discrimination into groups based on length of tenure, backward elimination was used. Backward elimination began with all the personal characteristics in the model. At each step, the personal characteristic that contributed

the least to the discriminatory power of the model (as measured by Wilks' Lambda) was removed. When only the variables that meet the criterion to stay in the model remain, the process stopped (13).

The model of variables created by the backward elimination discriminant analysis procedure is included in Table 4.21. Specifically, the variables that remained in the model were sex, age of full-time entrance to the work force, age of election to the union presidency, age at present, and the occupational status of the job held prior to election to union office as measured by Rice. Furthermore, the SAS level of significance for inclusion in the discriminant model was .15. The level of significance for the ANOVA procedure was .05. Hence, more variables were included in this model than were found to be significant with the ANOVA procedure.

After all the variables that did not meet the criterion were removed, the Wilks' Lambda was .51 and the associated F approximation was equal to 12.84, df=5/66, $p < .0001$. The closer to zero Lambda is, the greater is the separation of the two groups--long term and short term. Therefore, the groups do not appear to be well separated.

To perform the discriminant analysis procedure, the labor leaders were categorized by the length of tenure in presidential office into short term and long term. The means of the variables within the categories that remained in the discriminant model are shown in Table 4.22. Since no females were in the long term category, sex differentiated between the groups. Furthermore, the age of full time entrance to the work force and the age of election to the first union position were older for short term leaders than for long term

TABLE 4.21

Discriminant Analysis Model with Dichotomized Length of Tenure as the Dependent Variable and the Personal Characteristics of the Labor Leaders as the Independent Variables

Personal Characteristics	Partial R^2	F	Probability
Sex	.0434	2.998	.0881
Age--Of entrance to work force	.0444	3.065	.0846
Of election to union presidency	.3685	38.505	.0001
At present	.4307	49.924	.0001
Rice's Score of Prior Job	.0508	3.532	.0646

Criterion for inclusion was .15.

TABLE 4.22

Discriminant Analysis Model with Dichotomized Length of Tenure as the Dependent Variable and the Personal Characteristics of the Labor Leaders as the Independent Variables--Cell Means and Proportions

Personal Characteristics	Long-Term	Short-Term
Sex	.0	.1
Age--Of entrance to work force	20.2	21.7
Of election to union presidency	46.4	49.1
At present	59.9	53.0
Rice's Score of Prior Job	2.4	2.3

leaders. Yet, the long term leaders were presently older and appeared to hold jobs lower in occupational status prior to election to union office.

Summary

First, MANOVA procedure was performed to determine the effects of three dependent variables (length of tenure in presidential office, union size, and union growth) on the personal characteristics. Using the Wilks' Lambda, only two personal characteristics--age of election to the union presidency and age at present--were found to be significant.

Second, the ANOVA procedure was conducted to determine whether a significantly statistical relationship exists between length of tenure in presidential office and the personal characteristics. A relationship was found to exist, and the personal characteristics contributing were age of election to the union presidency and age at present (1984).

Third, the discriminant analysis procedure was used to produce a model of the personal characteristics that differentiated long term from short term labor leaders. The personal characteristics were sex, age of entrance to the work force, age of election to the union presidency, age at present, and the occupational status of the job held prior to election to union office. In addition, the age of full-time entrance to the work force and the age of election to the first union position were slightly older for short term leaders than for long term leaders. Moreover, the long term leaders were presently older and had

held jobs of slightly lower occupational status prior to election to union office.

What are the personal characteristics that differentiate labor union presidents from small unions from those from large unions?

Job content was found to vary with the size of an organization (30). Consequently, the job content of labor leaders from small unions may differ from the job content of those from large unions. As the job content may vary, the qualifications necessary to perform the duties may also differ. Possibly these differences are reflected in the personal characteristics of labor leaders.

In order to investigate this research question, the following research hypothesis was generated:

> A statistically significant relationship exists between the personal characteristics of labor leaders--age, education, sex, race, occupational background of parents, and career pattern--and union size.

In this segment, a description of the sizes of labor unions and the results of the statistical procedures used to analyze this research question are presented. The primary statistical procedure utilized was analysis of variance.

Union Size

The sizes of the labor unions were determined by the number of members reported by the labor organizations to the Bureau of Labor Statistics on biennial surveys. Data were gathered from the published directories for the time period spanning from 1974 to 1982. The averages for each year are shown in Table 4.23. In addition, the average size for the nine-year time period was 155,976 members.

TABLE 4.23

Descriptive Statistics of Union Size (1974-1982)

Year	Mean	Descriptive Statistics N	Standard Deviation	Minimum Value	Maximum Value
1974	164,841.6	113	304,311.5	200	1,854,649
1976	165,460.9	121	321,976.9	216	1,973,272
1978	166,278.1	130	335,841.5	50	1,888,895
1980	165,858.6	130	337,904.7	242	1,923,896
1982	156,269.3	138	323,145.8	270	1,891,193
Mean Size (1974-1982)	155,976.5	138	317,601.7	238	1,906,383

Sources: Bureau of National Affairs. Directory of U.S. Labor Organizations. Edited by Courtney D. Gifford. Washington,D.C., 1982-85.

U.S. Department of Labor. Bureau of Labor Statistics. Directory of National Unions and Employee Associations 1973, 1974.

U.S. Department of Labor. Bureau of Labor Statistics. Directory of National Unions and Employee Associations, Bulletin 1937, 1977.

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The most distinguishing feature of the size data was the amount of variation. In 1978, the smallest union had 50 members, and the largest union had 1,888,895 members. This dispersion is further represented by large standard deviations (see Table 4.23).

Using 1982 membership data, categories for union size were created. For purposes of this study, a small union had been defined as a union with a membership size of less than 75,000, and a large union as a union with membership greater than 75,000. There were 88 small unions and 50 larger unions. Consequently, the categories were inappropriate and were redefined. Specifically, the median was used as the boundary drawn to divide unions according to size. Therefore, small unions were redefined as unions having a membership of less than 34,850, and large unions as having a membership greater than 34,850. After the redefinition of size, there were 69 small unions and 69 large unions.

Analysis of Variance

Union size was included as one of the three dependent variables that were simultaneously analyzed in the multivariate analysis of variance procedure (MANOVA). ANOVA was used to explore the effects of the personal characteristics on union size.

An examination of the mean scores revealed no difference between the groups based on the size of the unions ($F=.82$, $df=17/53$, $p < .6691$) (see Table 4.24). In addition, no individual personal characteristics were significant (see Table 4.25). Therefore, it was concluded that the personal characteristics of the labor leaders do not vary with the size of the organization. Perhaps the lack of

TABLE 4.24

Summary of Univariate Analysis of Variance of Union Size as the Dependent Variable and Personal Characteristics of Labor Leaders as the Independent Variables

Source	Degrees of Freedom	Mean Square	F	Probability
Model	17	73.74	.82	.6691
Error	53	90.42		
Total	70			

TABLE 4.25

Summary of Univariate Analysis of Variance of Union Size as the Dependent Variable and Personal Characteristics of Labor Leaders as the Independent Variables--A Breakdown into Factors

Source	Degrees of Freedom	F	Probability
Sex	1	.04	.8376
Age--Entrance to work force	1	.19	.6642
Joining a union	1	.07	.7931
Election to first union position	1	.60	.4432
Election to union presidency	1	2.47	.1220
At present	1	.17	.6813
Education	1	.12	.7304
SES Score of Parents	1	.91	.3445
Rice's Score of Parents	1	.06	.8019
SES Score of Prior Job	1	.06	.8012
Rice's Score of Prior Job	1	.06	.8026
Number of Years in All Offices	1	.00	.9672
Number of Years as Union Members	1	.07	.7883
Business Major	1	.43	.5133
Professional Major	1	.04	.8445
Education Major	1	1.27	.2648
Arts and Science Major	1	.48	.4893

significant results is due to the large amount of variance in the dependent variable, union size. Due to an absence of significant results, the discriminant procedure was not performed. The ANOVA procedures do not provide support for the hypothesis. Therefore, the findings were not sufficient to accept the hypothesis. Apparently, there is little or no relationship between the variables.

Summary

The relationship between union size and the personal characteristics of labor leaders was investigated. The results of the univariate ANOVA revealed no significant relationship. Based upon these statistical results, it was concluded that no relationship appeared to exist between organizational size and the personal characteristics of labor leaders. However, the large amount of variance in union size may have contributed to the lack of significant results.

What are the personal characteristics that differentiate labor union presidents from growing unions from those which are not growing?

Conceivably, an indication of the stage of the life cycle of a union may be the amount of growth. Since union membership is voluntary, an increase or decrease in the number of members may represent growth. As the internal environment of a union is affected by the life cycle, the leader elected may also be affected. In other words, the problems faced by unions at different stages of the life cycle vary. Therefore, the leaders selected to deal with these problems could also vary. The personal characteristics of the leaders may reflect these variations.

In order to examine the research question, the following hypothesis was generated.

> A statistically significant relationship exists between the personal characteristics of labor leaders--age, education, sex, race, occupational background of parents, and career pattern--and union growth.

In this section, the growth of unions will be described; and the statistical procedures to analyze the relationship between union growth and the personal characteristics of labor leaders will also be discussed. The statistical procedures of analysis of variance and discriminant analysis are included.

Union Growth

Using Bureau of Labor Statistics membership data, the growth rates of the labor organizations were calculated. The growth rate was defined as the ratio between the union size in 1982 to the average size since 1974. After calculating the growth rates, unions were subdivided into growing and non-growing categories. A growing union had a growth rate with a value of one or greater; whereas a non-growing union had a ratio of less than one. If mergers resulted in the formation of new labor organizations, the growth rate was calculated after the date of the merger.

With growth rates on 138 labor unions, the mean growth rate was 1.02 with a standard deviation of .24 (see Table 4.26). The highest growth rate of a growing union was 2.50, and the lowest growth rate for a non-growing union was .58. In addition, there were 66 growing unions and 70 non-growing unions.

TABLE 4.26

Descriptive Statistics of Union Growth
(1974-1982)

Mean	1.02
N	138
Standard Deviation	.2
Minimum Value	.58
Maximum Value	2.50

Sources: Bureau of National Affairs. Directory of U.S. Labor Organizations. Edited by Courtney D. Gifford. Washington, D.C., 1982-83.

U.S. Department of Labor. Bureau of Labor Statistics. Directory of National Unions and Employee Associations 1973, 1974.

U.S. Department of Labor. Bureau of Labor Statistics. Directory of National Unions and Employee Associations, Bulletin 1937, 1977.

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Analysis of Variance

The univariate analysis of variance (ANOVA) resulted in a significant effect for union growth. For this process, union growth was the dependent variable; and the personal characteristics of the labor leaders were the independent variables.

The purpose of this procedure was to determine whether the leaders of unions whose membership sizes were increasing were different from those whose memberships were decreasing. Based on an examination of the mean scores of each of the personal characteristics, a difference was found based on union growth ($F = 2.71$, $df = 17/53$, $p < .0029$) (see Table 4.27). The variable contributing to the significant means difference was the age of joining a union ($F = 4.14$, $df = 1/53$, $p < .0470$) (see Table 4.28). However, since this variable was not significant in the preliminary MANOVA procedure, age of joining a union being significant must be attributed to chance or random error. However, since the overall model was found to be significant, the relationship was further explored using growth as a dichotomized variable through discriminant analysis.

Discriminant Analysis

To differentiate leaders of growing from non-growing labor organizations, discriminant analysis was used. Actually, the procedure was utilized for analysis of data rather than for prediction.

Once again, a backward elimination discriminant analysis procedure was adopted with the SAS established .15 level for inclusion in the model. This more liberal level was used to aid in the

TABLE 4.27

Summary of Univariate Analysis of Variance of Union Growth as the Dependent Variable and Personal Characteristics of Labor Leaders as the Independent Variables

Source	Degrees of Freedom	Mean Square	F	Probability
Model	17	.11	2.71	.0029
Error	53	.04		
Total	70			

TABLE 4.28

Summary of Univariate Analysis of Variance with Union Growth as the Dependent Variable and Personal Characteristics as the Independent Variables--A Breakdown into Factors

Source	Degrees of Freedom	F	Probability
Sex	1	.71	.4033
Age--Of entrance to work force	1	.03	.8679
Joining this union	1	4.14	.0470
Election to first union position	1	.11	.7361
Election to union presidency	1	.12	.7268
At present	1	.59	.4474
Education	1	.12	.7282
SES Score of Parents	1	.09	.7686
Rice's Score of Parents	1	.47	.4956
SES Score of Prior Job	1	.17	.6814
Rice's Score of Prior Job	1	1.12	.2950
Number of Years in All Offices	1	.81	.3710
Number of Years as Union Member	1	.07	.7964
Business Major	1	1.86	.1781
Professional Major	1	.01	.9437
Education Major	1	.21	.6437
Arts and Science Major	1	2.71	.1057

determination of the variables that created the ANOVA results. The model of the personal characteristics remaining at the end of the process is included in Table 4.29. These personal characteristics were age of joining this particular union, age at present, education, the number of years served in all union offices, a major in business, and a major in professional school.

After removal of all variables not meeting the criterion, the Wilks' Lambda was .58 and the associated F approximation as equal to 7.84, df = 6/65, $p < .0001$. The closer Wilks' Lambda is to zero, the greater is the separation between the groups based on growth. Indeed, the groups do not appear to be well separated by the personal characteristics.

The discriminant analysis procedure required that leaders be classified according to increases in membership (growth) or decreases in membership (nongrowth). The means of the personal characteristics within the classifications that remained in the model are shown in Table 4.30. The average age of joining the union and the average age of election to the union presidency were older for the leaders of growing unions than the leaders of non-growing unions. The leaders of growing unions were more educated than non-growing leaders. However, the leaders of non-growing unions had several more years in office than growing unions. Besides, the growing unions were more likely to be lead by business and professional school majors. As a result of the discriminant analysis procedure, the hypothesis was accepted.

TABLE 4.29

Discriminant Analysis Model with Dichotomized Union Growth as the Dependent Variable and the Personal Characteristics of Labor Leaders as the Independent Variables

Personal Characteristics	Partial R^2	F	Probability
Age--Of joining a union	.0845	6.00	.0170
At present	.0551	3.79	.0558
Education	.2091	17.19	.0001
Number of Years in All Offices	.0936	6.71	.0118
Business Major	.1035	7.50	.0080
Professional Major	.0969	6.98	.0103

Criterion for inclusion was .15.

TABLE 4.30

Discriminant Analysis Model With Dichotomized Union Growth as the Dependent Variable and the Personal Characteristics as the Independent Variables--Cell Means and Proportions

Variable	Growth Unions	Nongrowth Unions
Age--Of joining a union	26.8	21.9
At present	55.4	57.4
Education	15.6	13.5
Number of Years in All Offices	20.4	28.7
Business Major	.3	.2
Professional Major	.2	.1

Summary

An investigation of the relationship between organizational growth and the personal characteristics of labor leaders was conducted. The results of the ANOVA procedure revealed a significant relationship. Based upon ANOVA, the personal characteristic whose mean differed with union growth was the age of joining a union. However, based upon the MANOVA procedure, the age of joining a union being significant must be due to chance or random error. Since the F ratio for the overall model was significant, the relationship was further investigated using growth as a dichotomized variable.

The discriminant analysis procedure was used to produce a model to differentiate growing from non-growing unions. The variables remaining in the model were age of joining a union, age at present (1984), education, the number of years in all union offices, business major, and professional school major. In addition, the leaders of growing unions were older when joining a union, but younger at present than non-growing unions. In addition, growing unions were lead by leaders who had more years of formal education and were more likely to be business or professional school majors. Yet non-growing unions were more apt to be lead by leaders who had a greater number of years in all union offices than growing unions were. As a result of the discriminant analysis procedure, the hypothesis was accepted.

If differences do exist, what are the plausible explanations and what are the ramifications to strategic management?

Clearly, differences in the personal characteristics of labor leaders were found to exist. On the one hand, a comparison of the personal characteristics of labor leaders in the present research project to those in the Friedman study revealed differences. On the other hand, differences in the personal characteristics of the leaders were also found based upon length of tenure in presidential office and union growth.

Through use of independent samples t tests and goodness-of-fit Chi-Square tests, the personal characteristics of labor leaders in this research project were compared to those in the Friedman study. Significant differences were found to exist for age of full-time entrance to the work force, age at present (1984), education, sex, race, the number of years in all union offices, the number of years as a union member, and the number of years as president. The mean age of the labor leaders was older (60) in the Friedman study than in this research project (58). Actually, the differences in education may be due to the increasing average number of years of formal education for the general population. Moreover, the progress of females and of minority races could also be the result of changing trends caused by legislation.

An ANOVA procedure revealed significant differences between labor leaders who have been in office for long time periods from those who are newly elected. The two personal characteristics that contributed to these differences were age of election to the union

presidency and age at present (1984). As the dependent variable was length of tenure in office, the relationship to age of election and to age at present is quite logical. Furthermore, the discriminant analysis model depicted sex, age of entrance to the work force, age of election to the union presidency, age at present (1984), and Rice's Modified White Collar-Blue Collar Scale score of the job held prior to election to union office as factors that discriminate labor leaders based upon length of tenure in presidential office. As there were no females in the long term leaders, sex is clearly a characteristic of short term leaders. Short term leaders are older upon entering the work force and upon election to the union presidency, but were younger at present than long term leaders. Nevertheless, short term leaders held jobs of higher status prior to election to union office than long term leaders. These differences may be due to the changing external environments from which unions draw leaders. Possibly, more differences may have been found if the median (seven years) was not used to divide leaders into long term and short term.

The ANOVA procedure did not reveal significant differences between the personal characteristics labor leaders from small unions from those from large unions. One plausible explanation is that the vast range of labor union sizes from 50 to 1.9 million led to the lack of significant results. Once again, the use of the median (34,850 members) may have contributed to this finding.

The ANOVA procedure disclosed a significant relationship between the personal characteristics of labor leaders and union growth. The only personal characteristic contributing to the

significant results was the age of joining a union. However, this variable was not interpretable due to not being significant in the MANOVA procedure. The discriminant analysis model included age of joining a union, age at present (1984), education, number of years in all offices, business major, and professional school major. The leaders of growing unions are older when joining a union (26) than are the leaders of non-growing unions (22). However, the age at present of growing unions are younger (55) than non-growing unions (57). In addition, the number of years of formal education was higher (16) for growing unions than non-growing unions (13). Moreover, the number of years in all union offices was less for growing unions than for non-growing unions. Finally, growing unions were more likely to be led by business or professional school majors.

The changing economic and industry conditions may have resulted in the growth in unions. From the results of the study, it cannot be determined whether growth is due to the personal characteristics or due to changing external conditions.

There are several ramifications to the field of strategic management from this research project. First, a collective portrait of labor leaders is created. This adds to the knowledge of a group of strategists from not-for-profit organizations. Second, the portrait is compared to that of a prior study and to the census data. Therefore, it is possible to see longitudinal shifts in the personal characteristics. Historically, labor leaders have been stereotyped, this data aids in the evaluation of the stereotype. The latest stereotype of labor leaders is that of a new generation who are well

educated (26). As the labor leaders are more educated than both the leaders in the prior study and the general population, this stereotype may be accurate. Furthermore, Steiner has stereotyped CEOs of profit-oriented businesses as a "new breed" (33). Academicians could benefit from a comparison of the personal characteristics of labor leaders to CEOs. This comparison would reveal whether the strategists of not-for-profit organizations differ from the strategists from profit-oriented businesses.

Third, Rock disclosed that the accountabilities of CEOs differ according to the length of tenure in office, to the organizational size, and to the personal characteristics of the CEO (30). This research project revealed a relationship between length of tenure and organizational growth to the personal characteristics. A logical follow-up study for this project would investigate the accountabilities of labor leaders and explore similar relationships. Once again, a comparison of research in not-for-profit organizations to profit-oriented businesses would be possible.

Fourth, this project investigated two topics of concern to organizational theorists--size and growth. Consequently, the findings of this study add to the knowledge of these variables. As labor organizations ranged in size from 50 to 1.9 million members, future research could compare of the accountabilities of labor leaders from different size categories. From this project, it appeared that unions were neither growing nor non-growing since the average growth rate for 1974-1982 was 1.01.

In summary, the amount of variety of the labor force represented by the labor organization has led to finding very few differences in the personal characteristics. The labor force ranged from highly educated professionals to unskilled blue collar workers. Therefore, a description of a labor leader is difficult to create. In this project, the variety resulted in finding more similarities than differences. Actually, the studies of Mills and Friedman rendered similar results (24, 10); that is, few differences were discovered.

CHAPTER 5

SUMMARY AND CONCLUSION

This chapter reviews the research study, its procedures, and findings. In addition, implications of the study are suggested. Furthermore, limitations of the research are discussed, and finally, directions for future research are explored.

A Review of the Research Study

The purposes of this research project were as follows: (a) to analyze the life experiences as measured by the personal characteristics of incumbent labor leaders; (b) to analyze the relationship between historical changes in the external environment and the personal characteristics of labor leaders; (c) to analyze the relationship between organizational size and the personal characteristics of labor leaders; and (d) to analyze the relationship between organizational growth and the personal characteristics of labor leaders. To accomplish the purposes of the research, five research questions were developed. These questions are as follows:

(a) What are the personal characteristics of incumbent labor union presidents?

(b) What are the personal characteristics that differentiate labor union presidents who have been in an office for long time periods from those newly elected?

(c) What are the personal characteristics that differentiate labor union presidents from small unions from those from large unions?

(d) What are the personal characteristics that differentiate labor union presidents from growing unions from those which are not growing?

(e) If differences do exist, what are the plausible explanations and what are the ramifications to strategic management?

Procedures

The data collection consisted of two phases. In the first phase, secondary data were gathered. A list of 213 labor leaders in office in 1982 was obtained from the Directory of Labor Organizations (4). Through use of the 1980 Biographical and Genealogy Index, the biographical dictionaries in which the leaders were listed were recorded (15). This effort resulted in the collection of secondary data on 96 leaders.

In the second phase, primary data were collected through sending a letter of introduction and a questionnaire to the public relations officers of the unions. The questionnaire was followed by three additional mailings. In the last mailing, the letters were addressed to the presidents rather than the public relations officers. This second phase resulted in the collection of data on 93 labor leaders.

Since there was duplication of leaders on which secondary and primary data were gathered, a Chi-Square test of goodness-of-fit was performed. The test showed that the secondary data were reliable

sources of information. Consequently, the secondary and primary data were merged. After this merger of information, 142 different labor leaders were analyzed.

Using the SAS program, the data analysis was conducted. The primary procedures utilized were MANOVA, ANOVA, and discriminant analysis.

Findings

The personal characteristics of labor leaders on which data were collected were age, education, sex, race, occupational background of parents, and career pattern. Each of these personal characteristics was described through use of summary statistics such as the mean, standard deviation, median, and range. Whenever possible, comparisons to national standards were made. Finally, a collective description was presented followed by a comparison to prior research. To test the comparison of collective portrait to prior research, independent samples t tests and Chi-Square tests of goodness-of-fit were performed. The tests revealed which personal characteristics of labor leaders in the present study were significantly different from those of the prior study. The t tests revealed that the age of full-time entrance to the work force, the present age (in 1984), the number of years in all union offices, the number of years as a union member, and the number of years as president differed between the studies. The Chi-Square tests pointed out that the age at present (1984), education, sex, and race were different.

The following sections include the results of the hypotheses testing.

A significant relationship exists between the personal characteristics of labor leaders--age, education, sex, race, occupational background of parents, and career pattern--and the length of tenure in presidential office.

An association was uncovered between the personal characteristics and the length of tenure in presidential office. Specifically, the MANOVA procedure depicted the age of election to the union presidency and the age at present to be related to the length of tenure in office, union size, and union growth. The univariate ANOVA procedure revealed a significant relationship between the personal characteristics of labor leaders and length of tenure in presidential office. Actually, the personal characteristics which contributed to the significant results were age of election to the union presidency and age at present (1984). In addition, the discriminant analysis procedure created a model of personal characteristics that separated leaders who have been in office for long periods of time from those newly elected. The model consisted of sex, age of entrance to the work force, age of election to the union presidency, age at present, and the job held prior to election to the first union office on Rice's scale. As a result of the statistical findings, the hypothesis was accepted.

A significant relationship exists between the personal characteristics of labor leaders--age, education, sex, race, occupational background of parents, and career pattern--and union size.

Union size was defined as to the number of members reported to the Bureau of Labor Statistics surveys. As the ANOVA procedure did not provide support for the hypothesis, no association was uncovered between the personal characteristics of the leaders and union size.

Therefore, the findings were not sufficient to accept the hypothesis. Apparently, there is little or no relationship between the variables which were studied.

A significant relationship exists between the personal characteristics of labor leaders--age, education, sex, race, occupational background of parents, and career pattern--and organizational growth.

Growth was defined as the ratio between the union size in 1982 to the average size over the last nine years. Therefore, a growing union had a ratio with a value of one or greater; whereas a non-growing union had a ratio of less than one.

An association was found between the personal characteristics and organizational growth. In particular, the ANOVA procedure revealed differences in the means for the age of joining the union. As this variable was not significant under the preliminary MANOVA procedure, the significant age of joining a union is attributed to chance or random error. A model of variables was created through discriminant analysis to separate leaders of growing from non-growing unions. The variables included in the model were age of joining a union, age at present, education, the number of years in all union offices, and an educational background in business or professional schools. As a result of the statistical findings of the discriminant analysis, the hypothesis was accepted.

Implications

As the external and internal environments of unions have changed through history, the stereotypes of union leaders have also changed. Some of the external environmental factors are the changing nature of management, the rapid rate of technological development, and

the shift in the economy from emphasis on manufacturing to service. Moreover, the internal environments of unions have evolved as depicted by the missions and goals. For example, the mission and goals of the Knights of Labor were certainly different from the mission and goals of the American Federation of Teachers.

Through gathering data on the personal characteristics, a collective portrait of the incumbent labor union presidents was created. This adds to the knowledge of strategists, to the area of not-for-profit organizations, and to the internal environments of unions. As the portrait was compared to a prior study, longitudinal trends are analyzed. As leaders are elected, perhaps trends in the external environment have influenced the elections.

Through examining the length of tenure in presidential office, this research project analyzed external environmental changes. In addition, through studying union size and growth, the internal environments of labor organizations was also analyzed. As new information on the internal and external environments of labor organizations was gathered, this research project added knowledge both to the field of strategic management and to the field of labor relations.

Labor union members may benefit from the updated description of labor leaders. Conceivably, the description will be used as a criterion for the evaluation of candidates for union office. The implication is that union members will have a more objective screening standard for labor leaders.

Managers may also find the information from this project helpful. Managers that engage in collective bargaining may benefit

through better understanding of their opponents. In addition, labor unions are a part of the external environment analyzed during the strategic management process. This study may foster improved comprehension of the threats and opportunities relating to unions. Therefore, the strategists may improve the strategic management process through the information gained.

Limitations of the Study

Every research study has its limitations and this project is not an exception. Actually, there are limitations of several types and each is discussed in the following paragraphs.

The first type of limitation to this research project related to the sample. Since two types of data were collected, the goal was to gather data on all the labor leaders. However, many leaders were not listed in the published biographical dictionaries. Consequently, secondary data were not available. In addition, despite four mailings, the response to the request for personal data was less than anticipated. Since the responses were entirely voluntary, this is an inherent problem with survey data.

The second type of limitation dealt with the data. Often the secondary sources did not include information on all the variables of interest which resulted in much missing data. In the collection of the primary data, leaders were asked either to complete a questionnaire or send a vita. The vitae were not as complete as anticipated and usually did not include information on the leader's parents. As the statistical procedures required complete information on each labor

leader for inclusion, the sample size was reduced from 142 to 71 due to missing data.

The third limitation pertains to the questionnaire. The ordering and wording may have influenced the response rate. Furthermore, there was some misunderstanding of the questions posed. For example, a few responses to the parents' occupational background were retired or deceased.

The measurements of the personal characteristics and the dependent variable are the fourth limitation. Perhaps an excess number of areas were explored. The study may have been enriched through analyzing a few dimensions in greater depth. Indeed, the treatment of mergers did not fully capture the growth trend in labor organizations.

Using the median as the boundary between categories of the dependent variables is the fifth limitation. If comparisons had been made of extreme groups that were well separated rather than by the median, the results may have been more conclusive. In other words, the use of the median may have resulted in fewer significant findings.

The sixth limitation pertained to the treatment of the external environment. In order to analyze the external environment, length of tenure in presidential office was examined. Certainly, longitudinal studies of elections at different points in time may be more beneficial. This is especially true due to the increased turnover rate of labor leaders.

The actual requests for primary data may have been the seventh limitation. Requests for primary data were scheduled to be sent at two week intervals. As it was not possible to remain on the planned

schedule, the sporadic requests for information may have reduced the number of participants. Furthermore, the title of the researcher was listed as "assistant professor of management." The historical mistrust of management professors may have further reduced the number of participants.

The eighth limitation applies to the generalizability of the results. The results of the study are generalizable only to labor leaders. Therefore, future studies must investigate the relationship between chief executive officers and labor leaders. In addition, the job content of labor leaders is of interest. The results of the study are difficult to generalize on the job content beyond mere assumption. Consequently, future projects are required to examine the accountabilities of labor leaders.

Future Research

Two areas of needed research in the field of strategic management are not-for-profit organizations and the strategic element of strategists. Labor unions are not-for-profit organizations. Furthermore, if strategic management is practiced, the labor leaders are the strategists. The collective portrait of the personal characteristics of labor leaders and the comparison to national norms and to prior studies could generate interest in creating a more updated description of CEOs. Logically, a comparative study of the personal characteristics of labor leaders to CEOs would reveal whether the types of strategists are indeed different breeds.

The strategic management process in unions could be compared to the process of profit-oriented organizations. Conceivably, new

instruments for measuring and evaluating the strategic process in labor organizations and in profit-oriented businesses would be necessary. The measurement of performance has been an area of limited work in the field of strategic management. Furthermore, new criteria will need to be developed for evaluating the strategic management process in labor organizations as the traditional financial ratios used for businesses are not applicable.

Although data on job content are difficult to gather, a study of the job content of labor leaders is needed. A logical continuation of the project would be a comparison of the job content of labor leaders to that of chief executive officers.

Longitudinal studies of union elections at different points in time are needed. The longitudinal studies would provide more information on the historical changes in the external environments of labor organizations.

Do the life experiences as measured by the personal characteristics affect the choices made in the strategic management process of labor organizations? This project has provided some additional knowledge on the issue. However, more research is needed before definitive conclusions can be reached.

The above suggest only a few of the possible areas of future study and analysis. Fertile possibilities are offered in the field of strategic management.

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APPENDIXES

APPENDIX A

LABOR ORGANIZATIONS, 1982

AAAA	Actors and Artists Associated
AEA	Actors' Equity Association
AFTRA	American Federation of Television and Radio Artists
AGMA	American Guild of Musical Artists, Inc.
AGVA	American Guild of Variety Artists
HAU	Hebrew Actors Union, Inc.
IAU	Italian Actors Union
SAG	Screen Actors Guild
SEG	Screen Extras Guild
AAE	National Association of Aeronautical Examiners
APCA	National Association of Aeronautical Production Controllers
NAAE	National Association of Agriculture Employees
ALPA	Air Line Pilots Association; Pilot Division
ALPA-AFA	Association of Flight Attendants
ALPA-ALEA	Air Line Employees Association
ALPA-UPA	Union of Professional Airmen[1]
NAATS	National Association of Air Traffic Specialists
AL-SEA	Alabama State Employees Association
AK-PEA	Alaska Public Employees Association
AWIU	United Allied Workers International Union
AWIU	Aluminum Allied Workers International Union[2]
ABGW	Aluminum, Brick and Glass Workers Workers International Union
ARIZ-PEA	Arizona Public Employees Association
HFIA	International Association of Heat and Frost Insulators and Asbestos Workers
ASCSE	National Association of ASCS County Office Employees

AIU	Atlantic Independent Union
UAW	United Automobile, Aerospace, and Agricultural Implement Workers of America; International Union
BCTW	Bakery, Confectionary and Tobacco Workers International Union
BCU	Independent Bakery Employees Union
BBAI	Barbers, Beauticians, and Allied Industries[3]
MLBPA	Major League Baseball Players
NBPA	National Basketball Players Association
BBF	International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers
UBCW	The United Brick and Clay Workers of America[4]
BAC	International Union of Bricklayers and Allied Craftsmen
NABET	National Association of Broadcast Employees and Technicians
CSEA	California School Employees Association
CAL-SEA	California State Employees Association
CJA	Carpenters and Joiners of America; United Brotherhood of
CLGW	Cement, Lime, Gypsum, and Allied Workers International Union United
ICW	Chemical Workers Union; International
CLA	Christian Labor Association of the U.S. of America
CSEA	Civil Service Employees, Inc.[5]
CIA	Association of Civilian Technician's
ACTWU	Clothing and Textile Workers Union, Amalgamated
COL-APE	Colorado Association of Public Employees
CCSEA	Colorado Classified School Employees Association
PAICC	Commerce Commission; Professional Association of the Interstate

CWA	Communications Workers of America
CLGA	Composers and Lyricists Guild of America
CIU	Coopers International Union of North America
DSC	Die Sinkers Conference; International
DGA	Directors Guild of America, Inc.
DWW	Distillery, Wine and Allied Workers' International Union
DWA	Distributive Workers of America[6]
NEA	Education Association; National
OEA	Overseas Education Association, Inc.
ESPO	Education Support Personnel of Oklahoma
IUE	International Union of Electrical, Radio and Machine Workers
UE	United Electrical, Radio, and Machine Workers of America
IBEW	International Brotherhood of Electrical Workers
IUEC	International Union of Elevator Constructors
UFW	Farm Workers of America; United
NFFE	National Federation of Federal Employees
IAFF	International Association of Fire Fighters
IBFO	International Brotherhood of Firemen and Oilers
FEIA	Flight Engineers International Association
UFCW	Food and Commercial Workers International Union United
NFLPA	National Football League Players Association
VFWA	Furniture Workers of America
UGW	United Garment Workers of America
UGCW	United Glass and Ceramic Workers of North America[6]
GPPAW	International Union of Glass, Pottery, Plastic and Allied Workers

AFGW	American Flint Glass Workers' Union of North America
AFGE	American Federation of Government Employees
NAGE	National Association of Government Employees
NAGI	National Association of Government Inspectors and Quality Assurance Personnel
AFGM	American Federation of Grain Millers
CGIA	The Granite Cutters' International Association of America[8]
GAIU	Graphic Arts International Union
GUA	International Guards Union of America
HCMW	United Hatters, Cap and Millinery Workers International Union
NHLPA	National Hockey League Players' Association
UJH	Union of Journeymen Horseshoers of the United States
HERE	Hotel Employees and Restaurant Employees International Union
ID-PEA	Idaho Public Employees Association
COIU	Congress of Independent Unions
IND-SEA	Indiana State Employees Association
IT	National Organization of Industrial Trade Unions
AIW	International Union Allied Industrial Workers of America
IWIU	Insurance Workers International Union
BSOIW	International Association of Bridge, Structural and Ornamental Iron Workers
JWU	International Jewelry Workers' Union[9]
LIUNA	Laborers' International Union of North America
ALO	Amalgamated Lace Operations of America
ILGWU	International Ladies' Garment Workers' Union
WWML	The Wood, Wire and Metal Lathers International Union[10]

LDC	Laundry and Dry Cleaning International Union
LGPN	International Leather Goods, Plastic and Novelty Workers Union
LWU	Leather Workers International Union of America
NALC	National Association of Letter Carriers
LPN	National Federation of Licensed Practical Nurses
BLE	Brotherhood of Locomotive Engineers
LSIA	Log Scalers International Union
ILA	International Longshoremen's Association
MMP	International Organization of Masters, Mates and Pilots
ILWU	International Longshoremen's and Warehousemen's Union
MPEA	Machine Printers and Engravers Association of the United States
IAM	International Association of Machinists and Aerospace Workers
IMU	International Mailers Union[11]
MAINE-SEA	Maine State Employees Association
BMWE	Brotherhood of Maintenance of Way Employees
MEBA	National Marine Engineers' Beneficial Association
PATCO	Professional Air Traffic Controllers Organization[12]
ESC	Engineers and Scientists of California
FPE	Florida Association of Professional Employees
BMO	Brotherhood of Marine Officers
WSE	National Weather Service Employees Organization
IUMSW	Industrial Union of Marine and Shipbuilding Workers of America
NMU	National Maritime Union of America
MD-CEA	Maryland Classified Employee Association, Inc.

MCBW	Amalgamated Meat Cutters and Butcher Workmen of North America[13]
MESA	Mechanics Educational Society of America
MPBP	Metal Polishers, Buffers, Platers and Allied Workers International Union
MICH-SEA	Michigan State Employees Association
IMAGE	Independent Minnesota Association of Government Employees[14]
UMWA	United Mine Workers of America
IMAW	International Molders' and Allied Workers' Union
MONT-PEA	Montana Public Employees Association
AFM	American Federation of Musicians
NLRBP	National Labor Relations Board Professional Association
NLRB	National Labor Relations Board Union
NEB-APE	Nebraska Association of Public Employees
NEV-CSEA	Nevada Classified School Employees Association
NEV-SEA	State of Nevada Employees Association
NH-SEA	New Hampshire State Employees Association
NJSEA	New Jersey State Employees Association[15]
TNG	The Newspaper Guild
NMD	Newspaper and Mail Deliverers' Union of New York and Vicinity
NC-SEA	North Carolina State Employees Association
NC-SGEA	North Carolina State Government Employee Association
ND-PEA	North Dakota Public Employees Association
NPW	International Union of Allied Novelty and Production Workers
ANA	American Nurses' Association
OPEIU	Office and Professional Employees International Union

OACSE	Ohio Association of Classified School Employees
OHIO-CSEA	Ohio Civil Service Employees Association, Inc.
OCAW	Oil, Chemical and Atomic Workers International Union
IUOE	International Union of Operating Engineers
OPEA	Oregon Public Employees Association[16]
OSEA	Oregon School Employees Association
NBPW	National Brotherhood of Packinghouse and Industrial Workers
PAT	International Brotherhood of Painters and Allied Traders of the United States and Canada
UPIU	United Paperworkers International Union
POPA	Patent Office Professional Association
PML	Pattern Makers' League of North America
UAPD	Union of American Physicians and Dentists
NAPEP	National Association of Planners, Estimators and Progressmen
GUA	United Plant Guard Workers of American International Union
PPA	National Plant Protection Association
OPCM	Operative Plasters' and Cement Masons' International Association of the U.S. and Canada
PPDSE	International Plate Printers', Die Stampers' and Engravers' Union of North America
PPF	United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada
FOP	Fraternal Order of Police
IUPA	International Union of Police Association
NAPFE	National Alliances of Postal and Federal Employees
FPSP	Federation of Postal Security Police
NAPS	National Association of Postal Supervisors

APWU	American Postal Workers Union
NLP	National League of Postmasters of the United States
IBPAW	International Brotherhood of Pottery and Allied Workers[17]
PGCU	International Printing and Graphic Communication Union
PSS	International Production, Service and Sales Union
PTE	International Federation of Professional and Technical Engineers
PMW	Progressive Mine Workers of America
PPE	Independent Union of Plant Protection Employees
WPPW	Association of Western Pulp and Paper Workers
ARA	American Radio Association[18]
BRS	Brotherhood of Railroad Signalmen
RYA	Railroad Yardmasters of America
BRAC	Brotherhood of Railway, Airline and Steamship Clerks, Freight Handlers, Express and Station Employees
RASA	The American Railway and Airline Supervisors[19]
BRC	Brotherhood of Railway Carmen of the United States and Canada
RCIU	Retail Clerks' International Union[20]
RWDSU	Retail, Wholesale and Department Store Union
RWU	United Retail Workers Union[21]
RWAW	United Union of Roofers, Waterproofers and Allied Workers
URW	United Rubber, Cork, Linoleum and Plastic Workers of America
RLCA	National Rural Letter Carriers' Association
AFSA	American Federation of School Administrators
SIU	Seafarers' International Union of North America
AGLIW	Atlantic, Gulf, Lakes and Inland Waters District

IUPW	International Union of Petroleum and Industrial Workers
MCSW	Marine Cooks and Stewards Union[22]
MFOW	Pacific Coast Marine Firemen, Oilers, Watertenders and Wipers Association
SUP	Sailors' Union of the Pacific
IUSO	International Union of Security Officers
SEIU	Service Employees International Union
SMW	Sheet Metal Workers' International Association
USW	United Shoe Workers of America[23]
IAS	International Association of Siderographers
SCP	Brotherhood of Sleeping Car Porters[24]
SD-SEO	South Dakota State Employees Organization
SLU	Southern Labor Union
AFSCME	American Federation of State, County, and Municipal Employees
USA	United Steelworkers of America
SFAAW	Stove, Furnace and Allied Appliance Workers' International Union of North America
AFT	American Federation of Teachers
IBT	International Union of Teamsters, Chauffers, Warehousemen and Helpers of America
LWUI	Laundry, Dry Cleaning and Dye House Workers International Union
ITW	United Telegraph Workers
UTWA	United Textile Workers of America
ITATSE	Theatrical Stage Employees and Moving Picture Machine Operators of the United States
TMTF	Tile, Marble and Terrazzo Finishers and Shopmen International Union
TWIU	Tobacco Workers International Union[25]

IATC	International Association of Tool Craftsmen
TDMM	International Union of Tool, Die and Moldmakers
DTPN	International Union of Dolls, Toys, Playthings, Novelties and Allied Products of the U.S. and Canada[26]
TRSOC	Trademark Society
TDA	American Train Dispatchers Association
ATU	Amalgamated Transit Union
TWU	Transport Workers Union of America
UTU	United Transportation Union
NTE	National Treasury Employees Union
ITU	International Typographical Union
AAUP	American Association of University Professors
UIU	Upholsterers International Union of North America
UTAH-PEA	Utah Public Employees Association
USEA	Utah School Employees Association
UWNE	Brotherhood of Utility Workers of New England, Inc.
UWU	Utility Workers Union of America
VT-SEA	Vermont State Employees Association
WASH-PEA	Washington Public Employees Association
AWWU	American Watch Workers Union
WA	Independent Watchmen's Association
WISU	Federation of Westinghouse Independent Salaried Unions
IWA	International Woodworkers of America
WGA-E	Writers Guild of America, East Inc.
WGA-W	Writers Guild of America, West Inc.

WY-PEA Wyoming Public Employees Association

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[1]Disbanded effective December 11, 1981; members voted to join Airline Pilots Association.

[2]Merged with United Brick and Clay Workers of America effective September 1, 1981 to form Aluminum, Brick and Glassworkers International Union.

[3]Merged into the United Food and Commercial Workers International Union effective September 1, 1980.

[4]Merged with the Aluminum Workers International Union effective September 1, 1981, to form the Aluminum, Brick and Clay Workers International Union, which merged with the Glass and Ceramic Workers effective September 1982 to form the Aluminum, Brick and Glass Workers International Union.

[5]Merged into the American Federation of State, County and Municipal Employees effective April 21, 1978.

[6]Merged into the International Union, United Automobile, Aerospace and Agriculture Implement Workers of America effective June 19, 1979.

[7]Merged with Aluminum, Brick and Clay Workers effective September 1982 to form Aluminum, Brick and Glass Workers International Union.

[8]Merged into the Tile, Marble and Terrazzo Finishers and Shopmen International Union effective January 8, 1980.

[9]Merged into the Service Employees International Union effective July 1, 1980.

[10]Merged into the United Brotherhood of Carpenters and Joiners of America effective August 31, 1979.

[11]Merged into the International Typographical Union effective January 1, 1979.

[12]Went bankrupt.

[13]Merged with the Retail Clerks International Union effective June 7, 1979 to form the United Food and Commercial Workers International Union.

[14]Became defunct July 1, 1981.

[15]Merged into the American Federation of Teachers effective August 1980.

[16]Merged into the Service Employees Internationial Union effective November 1, 1980.

[17]Merged with Glass Bottle Blowers Association effective August 1982 to form Glass, Pottery, Plastics and Allied Workers International Union.

[18]Merged into the International Organization of Masters, Mates and Pilots, Marine Division of the International Longshoremen's Association effective January 5, 1981.

[19]Merged into the Brotherhood of Railway, Airline and Steamship Clerks, Freight Handlers, Express and Station Employees effective August 6, 1980.

[20]Merged with the Amalgamated Meat Cutters and Butcher Workmen of North America effective June 7, 1979 to form the United Food and Commercial Workers International Union.

[21]Merged into the United Food and Commercial Workers International Union effective November 1, 1981.

[22]Merged into the Atlantic, Gulf, Lakes and Inland Waters District effective June 1978.

[23]Merged into the Amalgamated Clothing and Textile Workers Union effective March 5, 1979.

[24]Merged into the Brotherhood of Railway, Airline and Steamship Clerks, Freight Handlers, Express and Station Employees effective April 1, 1978.

[25]Merged with the Bakery and Confectionary Workers' International Union of America effective August 16, 1978 to form the Bakery, Confectionary and Tobacco Workers International Union.

Source: Bureau of National Affairs, Directory of U.S. Labor Organizations. Edited by Courtney P. Gifford. Washington, D.C.: 1982-83.

APPENDIX B

LETTER OF RECOMMENDATION,

DECEMBER 15, 1983

SUBJECT:

In cooperation with the Institute for Labor Studies at West Virginia University, I am investigating the personal characteristics of labor union presidents who were in office in 1982. My study is entitled A Strategic Management Analysis of the Personal Characteristics of Labor Union Presidents. This study will serve to fulfill the research required for the degree of DBA in strategic management with a minor in labor relations at the University of Tennessee, Knoxville.

Since the last study of the personal characteristics of labor union presidents was conducted in 1968, my study will provide an update. Furthermore, this study will have greater depth and will statistically analyze the data.

I am seeking your cooperation. The primary information for this study will be gathered through surveying published biographical dictionaries. However, in order to check the data for accuracy, I am requesting your assistance. This aid can be provided through completing the enclosed form and sending a vita of the labor union president who was in office in 1982.

I would appreciate your assistance with this project. Please return the form and vita in the enclosed self-addressed envelope. If you have any questions, please feel free to contact me at (304) 293-4495.

Sincerely yours,

Joyce M. Beggs
Assistant Professor of Management

enclosures

APPENDIX C

FIRST FOLLOW-UP,

JANUARY 23, 1984

SUBJECT:

In December, you received a request for your cooperation in a study of the personal characteristics of labor leaders who were in office in 1982. Unfortunately, I have not received a response from you. Perhaps during the busy holiday period, you inadvertently postponed answering my letter. Please spend a few minutes to complete the form and return it in the stamped self-addressed envelope which was provided.

This study which is being conducted in cooperation with the Institute for Labor Studies at West Virginia University will fulfill the research requirement for the DBA degree in strategic management with a minor in labor relations at the University of Tennessee, Knoxville. The last study of the personal characteristics was conducted in 1968 and investigated only the labor union leaders in the AFL-CIO. However, my study will investigate not only AFL-CIO leaders, but also the leaders of other unions, employees associations, and professional organizations. Since I plan to statistically analyze the information, it is important to have the characteristics of as many labor leaders as possible. In order to have a comprehensive study, all leaders should be included. Therefore, please make a contribution to my research through responding today.

I would sincerely appreciate your assistance with this project. If you have any questions, feel free to contact me at (304) 293-4495.

Sincerely yours,

Joyce M. Beggs
Assistant Professor of Management

enclosure

APPENDIX D

SECOND FOLLOW-UP,

FEBRUARY 9, 1984

SUBJECT:

Please forgive any confusion that I may have caused you. There could be two possible sources of confusion. First, the questionnaire that I sent you in December was not received, or second, I did not receive the completed questionnaire. To remedy this situation, I have enclosed a duplicate questionnaire.

In order to complete the research requirement for the Doctorate of Business Administration from the University of Tennessee, Knoxville, I am conducting a study of the personal characteristics of labor leaders. Your organization is listed in the Directory of U.S. Labor Organizations 1982-83 edition published by the Bureau of National Affairs. Because I am very interested in the differences between the leaders of unions and other types of associations, I am requesting your assistance. My study will investigate not only the leaders of unions who were in office in 1982, but also the leaders of employee associations and other professional organizations.

Please take a few minutes of your time to complete the questionnaire. Your voluntary contribution will aid me immeasurably in the completion of my project.

I would sincerely appreciate any assistance that you might give me. If you have further questions, feel free to contact me at (304) 293-4495.

Sincerely yours,

Joyce M. Beggs
Assistant Professor of Management

enclosure

APPENDIX E

THIRD FOLLOW-UP,

APRIL 2, 1984

SUBJECT:

On three occasions since December, I attempted to request your cooperation in a study of the personal characteristics of labor organization leaders who were in office in 1982. This study will serve to fulfill the research required for the DBA degree in strategic management with a minor in labor relations from the University of Tennessee, Knoxville.

My study will investigate not only the leaders of unions, but also the leaders of employee associations and other professional organizations. Again, I am asking for your assistance in this research project. Since I plan to statistically analyze the data, the information from each organization adds significantly to the value of the study.

Will you complete the questionnaire in order to aid in my research efforts? A few minutes of your time will make a valuable contribution to my project. However, if your time is extremely limited, please send a vita of the labor leader who was in office in 1982.

If you have decided not to participate, please indicate this at the bottom of this letter. In either case, the stamped self-addressed envelope is provided for your convenience.

I would sincerely appreciate your assistance with this effort. If you have any questions, you may contact me at (304) 293-4495.

Thanking you in advance,

Joyce M. Beggs
Assistant Professor of Management

enclosure

_____I will not participate

APPENDIX F

QUESTIONNAIRE

Personal Characteristics:
Labor Leaders

Labor Organization_____

Name of Labor Leader in
Office in 1984_____

Size of the Organization_____
(no. of members)

Please answer the following questions pertaining to the labor organization leader:

Age--

Date of Birth:_____

Full Time Entrance to the Work Force:_____

Election to First Labor Organization Position:_____

Election to the Labor Organization Presidency:_____

Education--

Institute	Year Attended	Degree or Certificate	Major Area of Study
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Sex--

Male _____

Female _____

Race--

_____

Occupational Background--

What was the occupation of the leader's father?

_____

What was the occupation of the leader's mother?

_____

What was the occupation of the leader's spouse?

_____

Career Pattern--

What job was held prior to election to the first labor organization office?

_____

At what age did the leader become a labor organization member?

_____

How many years has the leader been a member of the labor organization?

_____

On what date was the leader elected?

_____

List all labor organization positions held and the corresponding dates.

Office	Dates
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

VITA

On December 23, 1949, at Windmill Gap, West Virginia, Joyce M. Beggs was born as the fourth of the five children of Mr. and Mrs. Ben B. Beggs. After attending Pinoak Elementary, she graduated as Valedictorian of her class at Matoaka High School in 1967. She entered Concord College, Athens, West Virginia, and graduated with a Bachelor of Science degree in Business Administration in 1971. In 1973, she graduated with a Master of Arts in Economics from Marshall University, Huntington, West Virginia.

She taught at Bluefield State College, Bluefield, West Virginia, in the Division of Business from 1974 to 1980. During that time period, she attended classes at West Virginia College of Graduate Studies and graduated with a Master of Business Administration in Management in May, 1980. In September, 1980, she entered the doctoral program in strategic management at the University of Tennessee, Knoxville. In 1983, she became an assistant professor of management at West Virginia University, Morgantown, West Virginia. She received the Doctor of Philosophy degree with a major in Business Administration in December, 1985.