

# INDEX

- Adaptive structuration theory, 22
- Advisory, Conciliation and Arbitration service (Acas), 43
- Air line Pilots Association (ALPA), 74–75
- Ajzen's theory, 188, 191
- Alternative dispute resolution (ADR) procedures, 35–37
- Appeal mechanism, 34
- Association of Conflict Resolution (ACR), 47
- 'Average' grievance, 42–43
  
- Behavioural responses, 42
- Budgeting and strategic planning, 170–171
  
- Chartered Institute for Personnel Development (CIPD), 43
- 'Collective-bargaining-based' industrial relations system, 36
- Collective decision-making process, 11
- "Collectivist ideological" themes, 194
- "Collectivist instrumental" themes, 194
- Commitment-oriented systems, 222
- Common method variance (CMV), 229
- Common stressor process, 11
- Complexity theory, 22
- Confirmatory factor analysis (CFA), 227, 229
  
- Conflict management systems
  - Association of Conflict Resolution (ACR), 47
  - characteristics, 48
  - dispute management, 47, 48
  - environmental factors, 50
  - learning tool, 49
  - non-union grievance procedures, 48
  - 'prevent' category, 49
  - 'settle' category, 49
  - team-based production, 46
  - Total Quality Management, 49
- Contextual cues
  - Chicago Teachers Union (CTU) reform efforts, 127
  - democracy, 122–123, 131
  - external TPs, 127
  - internal TPs, 126–127
  - labor movement, 121
  - leaders' response, 124–125
  - militancy, 123–124, 131
  - rank-and-file movement, 130
  - reform and revitalization case studies, 125, 126
  - social and psychological benefits, 121
  - TPs, union revitalization efforts, 128, 129
  - union reform efforts, TPs, 125–126
  - Voss and Sherman model, 128
- Correlation matrix, 13, 14

- Crossover process, 11  
 Curiosity, 24
- Decision-making process, 214  
 Delta Air Lines. *See* Employee involvement and participation (EIP)  
 Delta Board Council (DBC)  
   Air line Pilots Association (ALPA), 74–75  
   announcement and plan, 67  
   events of, 69–70  
   foundation, 66  
   merger decision, 73–74  
   mission and activities, 68–69  
   morale and relations, 70–71  
   National Mediation Board (NMB), 74–75  
   NWA, 75–77  
   role of, 71–72  
   selection process, 72–73  
   vision and purpose, 68  
 Democracy, 115, 122–123  
   tactics of, 140–142  
   theme of  
     CORE reformers, 131  
     direct democracy, 131  
     Fight Back movement, 133  
     oligarchical structure, 133  
     revitalization, 131–132  
 DeMRev model, 125, 126  
   bottom-up reform, 148  
   concrete action-oriented tactics, 148–149  
   Fight Back movement, 150  
   oligarch reactions, 150–151  
   RMT, 150  
 Direct crossover process, 11  
 Displacement effect, 42  
 Dispute management, 47, 48  
 Distributive justice, 32
- Efficiency, workplace dispute resolution, 31, 42–43  
 Employee involvement and participation (EIP)  
   American labor law, 59  
   causal mechanisms and social process, 64  
   Delta Board Council (DBC), 58.  
     *See also* Delta Board Council (DBC)  
   direct and indirect participation, 58  
   employment relations (ER) literatures, 59  
   formal voice  
     high-performance systems, 60  
     and involvement programs, 62  
   high-commitment management, 61  
   high-performance work system (HPWS), 62  
   human resource management (HRM), 59, 66  
   in-depth question and answer (Q&A) interview, 58  
   industrial relations (IR), 62  
   insights and lessons  
     benefits, 79–80  
     Delta nonunion employees, benefits, 85–86  
     EI group creation, do's and don'ts, 77–79  
     employee role, 82–83  
     management role, 80–81  
     nonunion representation forums and councils, 83–85  
   National Labor Relations Act (NLRA), 63  
   nonunion EIP system, 60  
   nonunion employees, 58  
   participation–commitment style, 64

- participative processes, 64
- personnel management (PM), 62
- quantitative/statistical methods, 59
- Railway Labor Act (RIA), 64
- union density, 63
- win-win benefits, 60
- Employment relations (ER)
  - literatures, 59
- Empowerment practice, Australian manufacturing company
  - ALPHA management, 97–99
  - decision making, 95
  - definitions and approaches, 94
  - employee voice
    - attitudinal shaping, 96
    - behaviour of, 95–96
    - decision making, 97
    - definition, 93
    - direct voice, 93
    - indirect voice, 93
    - information sharing, 96
    - participation and encourage engagement, 93
    - process of, 96
    - self-management, 96
    - task autonomy, 96
    - upward problem solving, 96
    - verbal expression, 93
  - industrial democracy, 92
  - limitations, 107–108
  - organisational conditions and mechanisms, 92
  - power and control, 94
  - psychological empowerment, 95
  - structural empowerment, 94–95
    - decision making, 104
    - direct mechanisms, 106
    - face-to-face interactions, 103
    - formal and informal voice mechanisms, 99–101
    - information sharing, 104
    - Just Do it (JDI) initiative, 103
    - legal conditions, 107
    - manufacturing and product development, 101
    - motivational feelings, 102
    - NER approach, 107
    - organisational conditions, 106
    - organisational goals, 102
    - perception and interpretation, 106
    - production process, 102
    - self-determination, 103
    - self-management, 105
    - ‘speaking-up’ organisational culture, 107
    - task autonomy, 104
- Equity, 30
  - alternative dispute resolution (ADR) procedures, 35–37
  - appeal mechanism, 34
  - benefits, 35
  - ‘collective-bargaining-based’ industrial relations system, 36
  - distributive justice, 32
  - federal laws, 36
  - goals of, 31
  - interactional justice, 32–33
  - Lewin’s criticism, 35
  - multi-step appeal procedures, 35
  - non-union dispute resolution procedures, 35
  - open-door policy, 37
  - organisational justice, 32
  - organisation-level outcomes, 33
  - procedural fairness, 31
  - procedural justice, 32
  - U.S. grievance arbitration system, 34
- Event system theory, 23

- Formal training, 16
- Ghent system benefits, 193
- Grievance filing rates, 42
- Habitual routines, 23
- Hierarchical linear modeling, 13
- High-performance work system (HPWS), 62
- common method variance (CMV), 229
  - confirmatory factor analysis (CFA), 227, 229
  - decision-making process, 214
  - human resource management (HRM), 214
    - cooperative relationship, 218
    - human resource policies, 217–218
    - union substitution, 217
    - union suppression, 216–217
  - hypothesis tests, 230–231
  - managerial implications, 234–235
  - market signaling theory, 215–216
  - means, standard deviations, reliabilities and intercorrelations, 227–228
  - multinational corporations (MNCs), 214
  - organizational level, 214
  - post hoc analysis, 231–233
  - sample and procedure
    - analytical strategy, 227
    - code scheme, 225
    - control variables, 226–227
    - dependent variables, 226
    - independent variables, 226
    - measures, 225
    - survey data, 225
    - union instrumentality, 226
    - within-organization response rate, 225
  - social exchange theory, 215–216
  - theoretical implications, 233–234
  - union instrumentality and turnover intention
    - commitment-oriented systems, 222
    - control and exploitation components, 224
    - definition, 220
    - economic exchange perspective, 220
    - joint consultative councils (JCC), 222
    - meta-analysis, 222–223
    - social exchange components, 224
    - transmission belt, 221
    - “union substitute” systems, 223
  - and unions, 218–220
- Human resource management (HRM), 59, 66, 214, 216–218
- Human resource practices
  - consultants, 169–170
  - hiring, 164–167
  - human resource directors
    - employment, 169, 170
  - written human resource policies, 167–169
- Hypothesis tests, 230–231
- Indirect crossover process, 11–12
- Informal training, 16–17
- Institutional features, 42
- Institutional theory, 22
- Interactional justice, 32–33
- Internal union characteristics
  - HR practices, 162
  - union jurisdiction, 161

- union size, centralization/ decentralization and democracy, 160–161
  - union staff unionization, 161
- Intra-class correlation (ICC)
  - coefficients, 9, 14
- Joint consultative councils (JCC), 222
- Kochan's analysis, 189
- Labor movement, 114
- Labor unions, 114
- Learning climates, 23
- Lewin's criticism, 35
- Market signaling theory, 215–216
- Militancy, 115, 123–124, 131
  - tactics of
    - bureaucratic systems, 142–143
    - formal union structures and process, 143
    - labor movement, 145
    - labor relations process, 143
    - NLRA, 144
    - Pennsylvania Teachers Union, 144
  - theme of, 137
    - bureaucratic process, 133
    - Chicago Teacher's Union, 133
    - CORE members, 134
    - Labour Party, 136
    - rank-and-file movements, 133
    - revitalization, 133–135
    - "syndicalist" approach, 136
- Multilevel model, 15
- Multinational corporations (MNCs), 214
- National Labor Relations Act (NLRA), 63
- National Mediation Board (NMB), 74–75
- Non-union dispute resolution procedures, 35
- On-the-job training, 16–18
- Organisational justice, 32
- Organizational theory jungle, 20–21
- Override ratios, 13, 15
- Personnel management (PM), 62
- Post hoc analysis, 231–233
- Procedural justice, 32
- Pro-social and self-interest motivations
  - individual-worker level, 186
  - self-interest face, 186
- Theory of Planned Behavior (TPB), 187
- unionism literature
  - Ajzen's theory, 188
  - decision making, 188
  - dimensions, 198
  - "general union attitude," 187
  - participation/activism, 188
  - planned behavior perspective, 198, 199
  - union activism and participation, 196–198
  - union membership, 193–196
  - union voting intention models, 187, 189–193
  - voting decisions, 198
- unions as institutions
  - employment relations and union objectives, 200
  - ideological foundation, 202
  - market mechanisms, 201
  - public-relations success, 203
  - social movements, 202
  - social welfare, 199

- Psychological safety, 24
- Punctuated organizational change, 22
- Quantitative/statistical methods, 59
- Railway Labor Act (RIA), 64
- Random coefficient modeling, 13
- Remedial voice procedures, 40
- Revitalization
  - bureaucratic unions, 119
  - CORE reform, 146
  - definition, 119
  - NYPPU, 146
  - oligarchic response, 145
  - outcomes of, 146–149
  - participative leadership, 145
  - “tipping points” (TPs), 115
  - union reform, strategic model, 120–121
- Smart pump-specific knowledge, 16
- Smart pump technology, 12–13
- Social construction, workarounds
  - causes and correlation, 8
  - evidence of
    - analysis levels, 13
    - common stressor process, 11
    - correlation matrix, 13, 14
    - direct crossover process, 11
    - healthcare quality outcomes, 10
    - indirect crossover process, 11–12
    - multilevel model, 15
    - override ratios, 13, 15
    - phrase tacit agreement, 12
    - random coefficient modeling, 13
    - smart pump technology, 12–13
    - variance, 14
    - work stress, 10–11
  - healthcare industry, 8
  - individual analysis level, 9
  - inductive study
    - circumnavigate process blocks, 19
    - formal training, 16
    - idiosyncratic knowledge transfer, 18
    - implications, 21, 25
    - informal training, 16–17
    - limitations, 21
    - on-the-job training, 16–18
    - organizational theory jungle, 20–21
    - smart pump-specific knowledge, 16
    - social information processing theory, 19, 20
    - supervisors/“centralized” sources, 18
    - survey data set, 15
    - theories, future research, 21, 22–24
    - training and troubleshooting sources, 16, 17
  - intra-class correlation (ICC) coefficients, 9
  - organizational dysfunction, 8
  - theory-based guidance, 9
  - workarounds, definition, 8
  - workflow constraints, 8
- Social exchange theory, 215–216
- Social information processing theory, 19, 20
- Stress-related contagion process, 11
- Structural empowerment, 94–95
  - decision making, 104
  - direct mechanisms, 106
  - face-to-face interactions, 103
  - formal and informal voice mechanisms, 99–101

- information sharing, 104
- Just Do it (JDI) initiative, 103
- legal conditions, 107
- manufacturing and product development, 101
- motivational feelings, 102
- NER approach, 107
- organisational conditions, 106
- organisational goals, 102
- perception and interpretation, 106
- production process, 102
- self-determination, 103
- self-management, 105
- 'speaking-up' organisational culture, 107
- task autonomy, 104
- Subconscious mimicking process, 11
  
- Team-based production, 46
- Team-shared cognition, 24
- Technology acceptance, 24
- Theory-based guidance, 9
- Theory of Planned Behavior (TPB), 187
- Total Quality Management, 49
- Training engagement theory, 23
  
- Union administrative practices
  - American labor movement, 156
  - budgeting and strategic planning, 170–171
  - data collection, 164
  - economic and political forces, 158
  - external/environmental factors, 162
  - human resource practices
    - consultants, 169–170
    - hiring, 164–167
    - human resource directors employment, 169, 170
    - written human resource policies, 167–169
- in-house staff unions, 174–175
- internal union administration, 157
- internal union characteristics
  - HR practices, 162
  - union jurisdiction, 161
  - union size, centralization/ decentralization and democracy, 160–161
  - union staff unionization, 161
- leadership and management styles, 158
- long-and short-term planning, 158
- longitudinal data set, 156
- national and international unions, 157
- nonprofit entities, 159
- organizational outcomes management, 156
- organizational traits, 171–172
- percentages, US unions, 172–174
- strategic management practices, 160
- union innovation determinants, 163
- Union leaders theme, oligarchs, 137–140
- Union membership
  - "collectivist ideological" themes, 194
  - "collectivist instrumental" themes, 194
  - "conservation" value, 195
  - cost-benefit calculations, 193
  - Ghent system benefits, 193
  - job satisfaction/workplace injustice perceptions, 196
  - noninstrumental approach, 194
  - self-efficacy, 196

- self-enhancement values, 194
- “self-transcendence” value, 195
- “social interests argument,” 195
- Union voting intention models
  - act of unionism, 191
  - Ajzen’s theory, 191
  - demographic and contextual influences, 192–193
  - domain-specific constructs, 192
  - frustration-aggression perspective, 190
  - Kochan’s analysis, 189
  - perceived-control concept, 192
  - union-as-experience-good perspective, 190
  - workplace social pressure, 190
- US Civil Rights Act, 114
- U.S. grievance arbitration system, 34
- Voice, workplace dispute resolution, 31, 40–42
- Voss and Sherman model, 128
  - graphic interpretation of, 117
  - in-depth qualitative research, 117
  - labor movement, 116
  - Michels’ Iron Law of Oligarchy, 116
  - reform-oriented union, 117
  - Service Employees International Union (SEIU), 116
  - SMART reforms, 118
  - tactics, types, 117–118
  - top-down approach, 118
  - union leadership, corporate style, 118
- Westman’s crossover model, 15.
  - See also* Indirect crossover process
- Worker reaction effect, 42
- Workplace dispute resolution
  - Australian case studies, 50–51
  - conflict management systems
    - Association of Conflict Resolution (ACR), 47
    - characteristics, 48
    - dispute management, 47, 48
    - environmental factors, 50
    - learning tool, 49
    - non-union grievance procedures, 48
    - ‘prevent’ category, 49
    - ‘settle’ category, 49
    - team-based production, 46
    - Total Quality Management, 49
  - efficiency, 31, 42–43
  - elements, 30
  - on employees
    - collective agreement, 38
    - employees perceived procedures, 39
    - grievance procedure, negative individual consequences, 37–38
    - post-settlement performance ratings, 38
    - public debate, external forums, 39–40
  - equity, 30
    - alternative dispute resolution (ADR) procedures, 35–37
    - appeal mechanism, 34
    - benefits, 35
    - ‘collective-bargaining-based’ industrial relations system, 36
    - distributive justice, 32
    - federal laws, 36
    - goals of, 31
    - interactional justice, 32–33



- Lewin's criticism, 35
- multi-step appeal procedures, 35
- non-union dispute resolution procedures, 35
- open-door policy, 37
- organisational justice, 32
- organisation-level outcomes, 33
- procedural fairness, 31
- procedural justice, 32
- U.S. grievance arbitration system, 34
- management and unions
  - Advisory, Conciliation and Arbitration service (Acas), 43
  - Chartered Institute for Personnel Development (CIPD), 43
  - conflict and employee engagement, 44
  - informal process, 44
  - management/personnel skills, 43
  - organisational stakeholders, 44
  - self-confidence, 45
  - tribunal judgements, 46
  - voice mechanism, 45
- self-determination, 30
- voice, 31, 40–42