UNDERSTANDING AND UTILIZING

ADMINISTRATIVE VERSUS UNION PRIORITIES TO

IMPROVE THE ORGANIZATION

By

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Title of Study: Understanding and Utilizing Administrative Versus Union
                   Priorities to Improve the Organization

Major Field: Fire and Emergency Management Administration

Abstract: Many public emergency service organizations contain an
                   organized and united workforce, commonly known as a union. The
                   purpose of this research is to discover or reveal the extent in which
                   positive or negative working relationships between unions and
                   administrators influence morale, production, and safety concerns.
                   The academic literature tells us that a positive and healthy working
                   relationship between unions and administrations would improve
                   the organization, but we have a void knowledge about how to
                   create a positive and healthy working relationship and how that
                   relationship would improve the organization. Data was collected
                   via surveys with a target population of full-time fire department
                   employees that are or were part of an organization that has an
                   organized union or association to represent the members of the
                   organization regarding administrative issues. The variables
                   analyzed for this study measure individual perceptions of
                   workplace morale, employee production, and the effect of safety
                   issues on workplace morale and employee production. The results
                   show that firefighters view workplace morale and employee
                   production differently based on their perception of the working
                   relationship between administrators and unions. It also shows that
                   an individual's position in an organization, whether union member,
                   union leader, administrator, or a combination of these roles
                   changes their perception of workplace morale and employee
                   production. Finally, it shows that an individual's position in an
                   organization, whether union member, union leader, administrator,
                   or a combination of these roles changes their position regarding
                   safety issues within the organization. The findings of this study can
                   help public safety organizations recognize the need to develop and
                   improve the working relationship between administrators and
                   employees/labor associations. Without high morale for the
                   employees, the production levels may not be the best that they can
                   be. Future research should focus on avenues to improve the
                   cohesion and working relationship between unions and
                   administration by increasing communication, collaboration,
                   education, and mutual training.

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INTRODUCTION

Per Hannan and Freeman (1987), the first organized American labor unions began in 1836.

However, Powderly and James (1887) suggest that groups of laborers orchestrated and

participated in semi-organized movements and strikes as early as 1803 over wages and a

multitude of other issues. Prior to 1836, the labor movements were often not formally recognized

or successful. The few occasions that laborers were successful, resulted in improved working

conditions. Within the time frame of the early 1800s, many laborers began banning together

within the same job trades, to organize and voice concerns over issues. In 1835, a strike over the

10-hour workday had success and reduced the requirement to work twelve, fourteen, or even

sixteen-hour days down to ten hours per day for many laborers. Per Atack & Bateman (1992) and

Costa (2000), the workday remained ten hours per day until after 1880. After 1880, the hours per

workday slowly began to decrease, until World War I, where a sharp decrease to eight hours per

day has remained since.

The creation and evolution of labor unions descends mostly from working, middle to

lower class, individuals who demanded fair wages, safe working conditions, consistent work

schedules, unbiased discipline procedures, etc. Originally, labor unions formed and fought for

noble and justifiable causes throughout the early inception days of the 1800s and early 1900s. Per

Brexel (2004), Fink (1983), and Salvatore (1980) an organization called the Knights of Labor organized and spread influence on thousands of unorganized laborers to create a movement known as "The Great Upheaval". This was a movement in 1877 resulting from the sudden slash of wages to railroad workers. It consisted of many campaigns calling for strikes, increased pay, and reforming labor relations. Following these strikes, managers began to understand the strength possessed by unhappy laborers that united together (Lindsey, 1964). As a result, laws were passed with the intent of preventing further strikes by beginning to improve working conditions for laborers across the nation.

Success stories with labor unions go hand in hand with issues that did not end successfully for laborers. In 1892, Coeur d'Alene miners revolted against the corporate owners over the lack of an appeal process, new technological changes forced skilled laborers out of the workforce, and low earning wages. Per Dubofsky (1966), capitalist opponents, aided by state and federal authorities, crushed the revolt and imprisoned union leaders. This revolt did not end well for the minors and they were demoralized by its failure and returned to work without the work improvement sought. However, the failure of this revolt would eventually lead to the creation of a larger and stronger union called the Western Federation of Miners (WFM). The WFM combined many smaller unions into a larger, regionalized union that eventually had more influence and power than any entity did by itself. WFM would go on to pursue other movements that enhanced labor working conditions.

Unfair administrative and employer practices had been rampant in the United States in the 1800s and into the early 1900s. Those who had the financial means and capability to employ others, chose how to govern their employees without many federal, state, or local regulations to adhere to. By capitalizing on the labor of the lower class, minority populations, underprivileged, uneducated, and non-represented workers, employers and owners were able to manipulate working conditions to benefit themselves. Per Liguori (2012), women and children in the 1800s,

were widely taken advantage of through confusing labor contracts, inconsistent payment schedules, and unregulated labor practices. By keeping these minority groups uninformed and unaware of the mistreatment, administrators were able to maximize profits.

Administrators also have a history of creating unsafe working conditions for the sake of increased profits. Per Taylor (1997, p. 19), the working class worked in deplorable conditions during the 1800s. The long hours and unsafe labor practices combined to give the U.S. one of the highest industrial accident rates in the world. Unsafe conditions and a simple disregard for safety caused over 500,000 annual injuries from 1880-1900. Coal miners in the early 1900s had little safety protection due to poorly written and insufficient regulations, which were inadequately enforced and legislated by each individual state. It was not until several mine explosions killed 1700 miners from 1907 to 1909, that safety codes, safety regulations, and proper enforcement became a priority (Fishback, 1986). Without major fatal and life-threatening disasters and emergencies, combined with a united workforce that created unions prioritizing life safety codes, regulations, and enforcement, life safety regulations and enforcement would have moved at a much slower pace.

Today, local labor unions have evolved into subsections of organizations that often have influence and input on the administrative decision-making process. In some organizations, local labor unions have enough influence within the organization, to thwart administrative decisions (Blume, 1970). Unions have elected and/or appointed representatives who speak for the collective whole and raise concerns over decisions that can negatively impact the membership. This often results in the appointing authority of the organization, coveting the belief that the organization's administrators and local union should meet and work together on issues with the intent of coming to a consensus. By working together through relevant issues and addressing necessary changes, these two sides can have a productive working relationship that benefits the organization and the employees.

National and International unions have also become fixed entities across the labor workforce. Strong labor unions such as the National Education Association of the United States (NEA), the United Steelworkers (USW), the United Auto Workers (UAW), the International Brotherhood of Electrical Workers (IBEW), and the International Association of Fire Fighters (IAFF) have large memberships and contain complex organizational structures, of which most include lobbyists. These organizations are heavily involved in the creation and promotion of state and federal legislature that can impact their members and constituents. Minimum wage rates, Fair Labor and Standards Act (FLSA) issues, healthcare costs, and regulation policies are just a few of the many issues these organizations are concerned and involved with legislators in.

Having labor union involvement in the decision-making process is a two-fold issue. On one end, their involvement attempts to ensure that administrative decisions do not create unfair and unsafe working conditions that can negatively affect unionized workers. For example, a new policy is introduced that changes the standard overtime hiring procedure. The old policy allowed overtime hiring to be selected from a rotational list of all employees, but the new policy only allows overtime selections from a list of employees that live within fifty miles of the factory. This new policy may benefit the organization and some members, but it also creates unfair opportunity by restricting other members ability to work overtime shifts.

The other perception is that labor union involvement can impede or stop administrative decisions that are in the best interests of the organization. Administrators are the members of the organization that are tasked with managing the employees and making the decisions that will best benefit the organization. When they collectively decide on an issue that they believe will improve the profitability or the long-term interests of the organization, union interference can become unwelcomed. Utilizing the previous example, perhaps administration has noticed a pattern that employees who live further than fifty miles from the factory are often late when they are called in for an overtime shift because of the long drive to work. The administrators identified the issue of

employees being late for overtime shifts and created a policy to mitigate the issue. In theory, the administrators have just fixed an issue that can improve the organization, but in reality, they may have just caused another issue that can damage work relationships and decrease productivity, within the organization.

Unions and administrators each have their own values and priorities. Per Dunlop (1948, p. 175), Ashenfelter & Pencavel (1969, p. 437), and Twenge et al. (2010, pp. 1121-1122), unions may value fair wages, safe working conditions, equal treatment, consistency, formal and fair disciplinary procedures, due process, formal recognition, and a slew of other issues. On the other hand, administrators may value growth, efficiency, effectiveness, profits, minimizing waste, organizational improvement, adaptation, competitive edge, budget coherence, technological advancement, and a plethora of other matters (Posner & Schmidt, 1982; Moon & DeLeon, 2001). These values and priorities sometimes overlap and are not always indistinguishable, but they provide the priority balance necessary to garner a positive working relationship and robust organization.

The purpose of this research is to discover or reveal the extent in which positive or negative working relationships between unions and administrators influence morale, production, and safety concerns. With many public emergency service organizations such as fire and police departments containing an organized and united workforce, commonly known as a union or an association, the research within this thesis has been conducted with intent to contribute to the knowledge of administration and union relationships. The context of these relationships has been a focus throughout different organizations because the diverse settings of these relationships, appear to effect organizations in different ways. This introduction has discussed historical dilemmas and identified rationale for why unions were initially constructed. It has briefly identified past administrative flaws that occurred under a system with minimal regulations and oversight.

The next chapter contains a literature review that will assist in examining common issues that have beset these relationships in the past, present, and those that are predicted for the future. The literature review will also aid in evaluating tactics and techniques that have improved and hindered these relationships. At the conclusion of the literature review, research questions will be identified. Research will help to answer the identified research questions throughout the additional chapters in this thesis. Chapter three will discuss the data collection and methods used to retrieve data necessary to conduct the research. Chapter four will discuss the results discovered throughout the research. Finally, I will conclude with discussion of results and practical applications for theory and the fire service in chapter five.

CHAPTER II

LITERATURE REVIEW

2.1   Literature Review Goals

The history and origins of unions have been alluded to in the introduction section of this thesis,

but in the literature review, a more detailed examination of the growth, development, and

intentions of unions will be discussed. Additionally, this literature review will explore some of

the challenges and considerations that administrators must contend with. It will contain

examinations of studies regarding the development and intentions of administrations. A

recollection of the historical relationships between unions and administrations will be analyzed in

preparation for the research in this thesis. Finally, research questions will be developed to

investigate and consider how to assist in improving relationships between unions and

administration.

2.2   Union Development

American labor unions have been around since the early 1800's and have evolved from

disorganized and unfunded organizations into powerful, coordinated, and adequately subsidized

organizations. These labor organizations have clear and precise agendas involving the

improvement of labor wages and conditions for working class individuals. In the onset of the

American labor union development, during the early the 1800s, unions were mainly focused on basic workplace safety conditions, proper treatment of employees, and fair wages. These issues were central to early unions and undergird the activities of unions today.

The American Industrial Revolution prompted a massive explosion of construction projects that produced many companies and corporations, with a desire to capitalize on the influx of earning potential. Per Hindle and Lubar (1986), the first American Industrial Revolution spanned from 1790 to 1860. The first American Industrial Revolution was initiated soon after the American Revolutionary War, where the United States of America claimed independence from Great Britain and became a sovereign nation. During this time period, the United States utilized transferred technology from Great Britain to exploit an abundance of natural resources and the enormous growth potential of the American economy. Vast amounts of available land, eager settlers looking to establish new homes and construct infrastructure, and up to date technological advancements made America the perfect place for an industrial revolution.

Large scale working projects began simply as farming and raw materials processing. In the early 1800s, without much infrastructure in place, American farmers grew enough food to feed themselves and their dependents, while attempting to trade or sell any surplus goods on the market. Per Stiverson (1976), early American farmers were limited in how much of a surplus they were able to trade and sell based on their locations. Rural areas had smaller markets, while larger urban areas had access to larger markets. Due to inadequate and sometimes nonexistent transportation systems, farmers were unable to access market hubs outside of their immediate proximity. Even the farmers who could access additional market hubs were limited by the inability to keep the products fresh long enough to trade and sell.

Eventually, railways became one of the heaviest used forms of transportation for moving merchants, travelers, and goods into different markets. Private companies would relish the

opportunity to build a railway system capable of achieving the purposes of the transportation system. Large investments and the possibility for substantial profits would cause many companies to spring into action in the construction of the railway system. This equated into companies and corporations hiring multiple workers with the overall intention of building a massive railway system that attached multiple market hubs. This venture would include multiple companies, substantial logistics, meticulous coordination, and clear communication (Yates, 1993; Chandler, 1965). An operation this immense would require considerable oversight and a strong administration to support the workers with all the necessary resources and coordination to complete the project. Per Skowronek (1982, p. 129), federal regulations would be needed to support stability in the construction of the American railway system and the operational phase that would immediately follow. A strong administration would also be essential to validate to the stakeholders that their investments were being used in the best manner possible, which would lead to additional profits.

One of the first problematic encounters railroad laborers had to contend with were discharge blacklists. Per Laidler (1914, p. 45), many of the railway construction companies entered into mutual agreements that they would not employ anyone who had been discharged from another railway company. Per Booth (1978), these tactics were abused by administrators to keep a stronghold on employees. This essentially rendered each labor employee permanently committed to one railway company, regardless of how they were treated, how the company operated, or how severely underpaid the employees were. If there was any discourse or disgruntlement between the employee and the employer, then the employee could be discharged and would effectively be banned from the entire industry. With this kind of power over employees, administrators could neglect other issues such as worker safety, additional benefits, steady employment, adequate employee breaks, scheduled time off, and many further issues. This created a huge advantage to administrators, allowing them to treat employees however they saw

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fit, knowing that the employees could not leave and go to another railway company. This is a major example of administrators and company owners capitalizing off laborers for profits.

There were also cases in which railroad companies agreed not to employ laborers who had previously been on strike, belonged to a union, or disturbed administration in any way. Even when the laborers would attempt to organize and join union affiliations to better their bargaining powers and work conditions, companies would add them to the blacklists, and they would be unable to find additional opportunities. This would strongly discourage employees to participate in organized labor movements, and further the company's control of the laborer's negotiating position.

Lawsuits and legislation were the most effective forms of action for laborers to take against the administrators to combat and overturn the unfair treatment. In the Mattison v. Lake Shore and South Michigan Rail Road Company 1895 case, the court agreed that a discharged employee's future employment opportunities were interfered with by the enforcement of blacklist rules (Draper, 1905). Some companies continued the practice of blacklisting, under the self-reserved authority that they could employ and choose not to employ whomever they desired. Per Parlee (1984, p. 449), American railroad workers who lost their jobs and were blacklisted, journeyed to Mexico to find work in the railroad industry. In just a few years, Mexico had an abundance of railroad workers and began to implement functional blacklists themselves. The Service Letter Statute of Missouri passed in 1905 and assisted employees with contesting the common practice of companies blacklisting each other's former employees (Friedman & Hopkins, 1952). The service letter statute compelled past employers to reveal an employee's past service and state the true cause for the break of service, therefore alleviating blacklisting tactics (Soebbing, 1966). The case of Adair v. U.S. in 1908, concluded that it was illegal to discharge an employee because of their union affiliations (Darling, 1908).

In 1875, the beginning of what we now recognize as seniority was beginning to form. Seniority is the senior status attained by length of continuous service (as in a company) and the length of such continuous service (Meriiam-Webster Incorporated, 2018). Seniority was created to fairly distribute additional benefits and work-related options in an organized fashion to those with tenure. Per Montgomery (1989, p. 11), at a union meeting in March of 1875 the most senior employee staked his claim as having the first option at any additional work opportunities outside of regularly assigned hours and work duties. By 1876, multiple unions had specified in their labor contracts and constitutions that the next promotional position would be offered to the oldest hand (senior employee) first, provided he is a member in good standing (Fitch, 2014). Seniority helped curve favoritism by allowing the longest tenured employee to have certain advantages over others. Benefits such as next available promotion position, first pick for vacation, and first call for overtime are just some of the benefits that can be offered by seniority. The ideology is that this eliminates unfair selections and gives rewards for those who have served on the job the longest. Unfair selections, such as a relative or family friend of the employer, receiving all these benefits first could lower morale and possibly create a cancerous work environment for the rest of the employees.

When the American housing surge and skyscraper construction era arrived by the early 1900s, transportation systems were already in place to move people and merchandise. The different transportation systems provided accessibility to large markets and created a financial eruption, forming additional corporations and a large influx of construction projects. Once again investors seized the opportunity to profit off skyscraper construction projects, residential housing in cities and suburbs, and the development of infrastructure such as roads (Doucet & Weaver, 1985). This endeavor, like the creation and construction of the railway systems, would require many companies and administrators to supervise the sizable number of laborers necessary to

undertake this effort. During this construction era, new labor issues would arise and cause additional conflict between employers and employees.

During the same time in the early 1900s, new technology was emerging that would allow individuals to possess their own form of transportation. Personal vehicles were a new product in the transportation industry that would allow additional opportunities for travel and the movement of goods and services. It also explored the idea of inventing and manufacturing machines that would allow more efficient production of materials, increase the speed of manufacturing, and reduce the costs of labor. Pick-up trucks, tractors, and farming equipment changed the landscape of the farming industry.

In 1920, there were 36,500 tractors assisting farmers throughout the country and by 1940, there more than 271,000 (Musoke, 1981). This led to increased farming capabilities and crop production. It also increased the percentage of crop distribution to the mass population, by considerably decreasing the number of crops necessarily consumed by animals used to plow the lands. Before the tractor arrived, farmers required many strong animals to work the crop fields and over 22% of the gross yields were consumed by the same animals to keep them fed and healthy (Olmstead & Rhode, 2001). This technological advancement eventually led to a reduction in the number of workers necessary to work farmland and produce crops. Many workers migrated from manually working farmlands into working for companies who manufactured this equipment along with other mechanical apparatus.

Companies opened factories in large quantities, to mass produce family cars, mechanical equipment, shipping vehicles, heavy machinery products, and anything else that could make the American way of life easier. These factories had the same goals as any other business, to produce goods and earn profits. With more and more machinery replacing unskilled labor throughout the country, the factories began to utilize more skilled labor. Skilled labor such as understanding the

inner workings of machinery, building complex engine systems, and repairing equipment became invaluable skills for factories. Unskilled labor such as manual assembly and heavy lifting were far less necessary than previous times due to machines assisting in these areas. Unskilled laborers became expendable and disposed of for cost saving measures.

One of the main issues was that many skilled labor positions, required a formal education and/or apprenticeship. Unskilled laborers often never possessed a formal education because they had to begin working at an early age, to help provide for their families, and never completed school. Apprenticeships were frequently offered to relatives of skilled workers and those with formal educations. This created two different classes of workers, skilled workers with advantages in the job selection process and the unskilled workers left settling for whatever, if any, jobs that remained (Haydu, 1988). This was an instrumental part of the separation amongst working class individuals. Currently this separation between laborers still exists, in what we now refer to as white-collar workers and blue-collar workers.

Laborers have been a participant in every major American project which involved construction, assembly, transportation, and/or manufacturing. They have been the backbone of developing this nation. They have been taken advantage of time and time again by employers, owners, and investors, with the sole intention of increasing profits, shortening production time, decreasing overhead costs, and increasing production volume. Unions have become an integral group of organizations that have fought for just causes to protect and treat laborers fairly. Unions have grown into large, well-financed and well-educated conglomerates that can compete financially and legislatively against big corporations pertaining to the wellbeing of the working-class individuals.

2.3   Administrative Challenges

Creating an efficient transportation system was one of the first large scale interstate projects that involved a large labor force, ample oversight, and intricate management and logistics. The federal, state, and local governments all would benefit from a transportation system to move people, goods, and services to different marketplaces. Private companies would be subsidized and tasked with building a complicated railway system that connected multiple cities and states through a variety of routes. Per Chandler (1954), these private companies had to acquire capital investments to build railway systems. Investors who helped finance these railways expected returns on their investments and would hold the administrators and owners of private companies accountable. Therefore, it became the best interest of the administrators to churn out as large a profit as they could throughout the process, to keep stakeholders satisfied and continuing to invest further into the construction.

While unions focus on safety, pay, and benefits for their members, administrators must contend with time deadlines, reducing wasteful spending, eliminating duplication of services, and delivering competitive results and profit margins. Administrators are unable to disburse all the companies' profits back into laborer wages to make the laborers happier, because first and foremost investors would be displeased with their profits and choose to invest elsewhere. That is one reason among many other priorities that administrators must contend with. It is a balance between keeping the investors (who finance the entire operation) pleased, the consumer (who wants to purchase the products at a bargain price) returning, and keeping the laborers (who perform the needed work) safe and satisfied with salaries/benefits. Administrators are tasked with balancing this scale each and every day.

Administrators must prioritize employee recruitment, employee retention, employee discipline, appropriate scheduling, acquiring resources, advertising, securing supply, maintaining

demand, transportation logistics, and attaining funding sources, all while ensuring that the entire operation is running effectively and efficiently. There are many other issues and problems that administrators must consider and understand, that laborers are not required to. While laborers understand the jobs that they are responsible for, rarely are they exposed to the administrative arena where a laborers job is merely a small part of much bigger operation that involves a multitude of complex management skills and relationships for the organization to succeed. Most laborers understand that they need these tools and resources to complete their job and request that it is readily available. Administrators must view the bigger picture that if one trade group of laborers does not complete their job in adequate time, it can drastically affect a different group of laborers. In a car assembly facility, if the engine installation laborers do not complete their work on the vehicles in time, then it may hinder the electrical wiring laborers from completing their jobs because the entire assembly line would back up. This is the bigger picture that administrators must view that laborers are not always exposed to.

2.4   Union and Administrative Relationships

In the past, before unions developed, there were always more workers than there were jobs available (Peck & Cusack, 1986). This led to employers having an advantage over how they administered the workers. If the employees felt that any condition was unfair/unjust and decided to formally complain or informally voice their opinions, the employers could simply replace the current employees with new workers from the long line of people needing employment. Employees had to tolerate whatever conditions the employers set, in order to keep their position and maintain employment.

Administrators managed their organization in the most effective and conservative way they could, in order to maximize production and profits. This was not always the safest or fairest avenue for the workers. As a result, many laborers were injured, dismembered, and/or killed due

to these practices. Clearly there were some very unethical and immoral decisions and issues that arose throughout past administrative practices. Per Rivoli (2003), it was common around the country and most of the world in the early 1800s to have little if any government regulations pertaining to safety and health for laborers. Fortunately for everyone, American labor management relations have progressed leaps and bounds from where the relationships originated in the past.

While there are still plenty of business owners promoting unsafe working environments in an attempt to take advantage of laborers, many professional and law-abiding businesses and companies now follow strict guidelines, policies, and regulations that dictate the proper work environment, administrative practices, and treatment for laborers. Companies paying employees cash and/or employing legal/illegal immigrants tend to still take advantage of laborers through many different tactics. Underpayment is one tactic utilized because of the elimination of taxes, unclear citizen status of the employee, fear of the employee being reported and/or deported, general ignorance of fair labor and standards, or the inability to find employment elsewhere. These unethical administrators may also avoid safety and health codes, not insure employees, not warranty their work, or utilize many other tactics to save money.

Legislatures have intervened to place stringent regulations on work safety issues to protect laborers. Unions have lobbied local, state, and federal legislators to create laws that force administrators to provide safe working conditions, insurance, and worker's compensation to laborers. Organizations like the Occupational Safety and Health Administration (OSHA) were created to help regulate safer working conditions. It is estimated that in 1970 around 14,000 workers were killed on the job, while approximately 4,340 were killed on the job in 2009 (United States Department of Labor, 2018). OSHA was formed in 1971 and was an instrumental regulating force that administrators had to comply with. Unions were heavily involved in passing the legislation that created OSHA. "Enactment of the Williams-Steiger Occupational Safety and

Health Act (OSH Act) was preceded by vigorous debate that began during the Johnson Administration among government, business and organized labor over the extent to which federal authority would set and enforce workplace safety and health standards" (Occupational Safety and Health Administration, 2009).

Enforcement of legislative regulations is another area where unions and administrations have built better relationships. "Labor unions devote substantial resources to monitoring and improving safety and health conditions" (Weil, 1991). Therefore, they are uniquely positioned to influence OSHA enforcement and ensure that the administrators are providing safe and legal working conditions to their members. Unions have contacts and relationships which can quickly bring attention regarding unsafe working conditions and/or practices to organization like OSHA. This encourages random inspections from OSHA and makes administrators aware that the working conditions are always under scrutiny. It becomes a priority to ensure that all workplace conditions comply with OSHA regulations because at any given moment a random inspection can catch violations and be costly to the organization through fines and other measures.

Many educated administrators understand the value of their workforce and agree that they should be provided with safe working conditions, livable wages, and guaranteed benefits. Without a motivated and competent workforce, the success of the administrators would fall drastically, and they would be in danger of unemployment themselves. It becomes in the administrator's own self-interest to ensure that laborers are motivated and safe.

2.5   Private and Public Sector Labor Unions

Private sector labor unions have to contend with managers and stakeholders seeking high profits and market advantages. These concerns bring specific issues that labor unions must constantly contend with. Low cost, high production priorities tend to cause managers to bring in highly productive tactics such as automated systems. Per Bennett & Kaufman (2016), these labor

unions often contend with job security issues as managers will want the cheapest means necessary to give the most production. High turnover ratio of employees also leads to declining union membership, which weakens the collective voice that unions rely on. An increasing number of states have passed right-to-work laws, which have helped precipitate a decline in private sector union membership.

Public sector labor unions must contend with managers and administrators who are having to constantly display budget and fiscal responsibility to taxpayers while steadily improving the services provided to them. These concerns bring some of the same issues to public sector labor unions as the private sector labor unions contend with, such as labor pay issues. However, public sector labor unions focus less on dividing profits between stakeholders and laborers and more on avenues to continue to receive funding from policymakers. Public sector labor unions want to work with elected officials who share similar priorities and interests. Per Ahlquist (2017), public sector labor unions can have a direct influence on elections for officials who control their budgets. This can occur through political donations, political influence through social media and/or other media outlets, or by direct support at the polls through union members, their family, friends, and organization supporters (Avery, 2015). It is not unusual for each union member to have direct influence on the votes of additional voters within the jurisdiction, just from family and friends that will support the union member. This tends to make elected public officials less likely to resist union demands and interactions. Elected public officials have to balance the will of the taxpayer/voter along with the cost/need for public service. This often requires attempting to reduce costs and waste to appease the taxpayer, while simultaneously maintaining and/or improving services to the public. All while maintaining the satisfaction of the public sector labor unions, who can have a great deal of influence on who is elected into the position next.

Public sector managers must balance budgets and constantly justify maintaining or increasing their funding. There are always stakeholders who want to minimize expenditures,

make government organizations smaller, and spend less on services. Public sector labor unions often collaborate with their immediate managers to help justify their services, funding, and staffing. Both entities have a vested interest in maintaining or improving the funding source for the organization. The manager wants to improve services and needs funding to properly do so, while the labor union wants to keep members working and receive pay increases and needs continued funding to do so. Once funding is secured, the debate then shifts to how the funding will be best spent. Labor unions will often attempt to secure, and increase pay and benefits while managers will want to focus on upgrading equipment and capabilities.

Often there are insufficient additional funds to warrant pay negotiations and increases, so labor unions must resort to negotiating for benefits, safety issues, issues concerning morale, and other matters of concern that make the job better/easier for the laborers. Goldsmith (2003) and Leonard (1982) each discuss the process of labor negotiations moving from monetary to safety and morale issues. When labor unions cannot secure additional pay increases, they shift the focus to improving the safety environment and improving morale related issues. The logic being if laborers cannot secure additional pay, then at minimum, they want to make the workplace safer by addressing key safety concerns and more enjoyable by addressing issues that will improve morale. Antonellis (2012) and Carrell & Heavrin (2004) discuss additional vacation time, sick-time buyback, education and/or certification incentives, additional employer paid life insurance, increased employee contributions on health insurance, and many other issues as avenues to receive additional benefits without a direct pay increase. These alternative negotiations tactics allow the labor unions to receive additional compensation that is not directly related to their pay, while also allowing administration to satisfy their demands without the appearance of doling out pay increases, that may startle the taxpayers.

2.6   Modern Labor Relationship Findings

Per Ratih & Yunus (2016), internal factors such as the organizational culture are the primary barriers to conflict resolutions. Members of labor unions want to feel like they have significant input into the decision-making process. The laborers want the decision-makers to reflect upon and consider their opinions, while contemplating the additional challenges that will be created by these decisions. If laborers are constantly dictated to, eventually they begin to rebel so that their collective voices will be heard. Akkas et al. (2015), suggest that feedback opportunities, adequate information exchange, and management confidence in labor workers are sufficient paths to eliminate the mutual mistrust between management and labor, labor disputes, and inter union rivalries that burden organizations today. This article agrees that a union/management working relationship is the fundamental building block that all work related conflict resolution is built upon. The article also argues that the relationship needs to go a step further by encouraging laborers to not only accept organizational changes but allow opportunities to interact with management and become part of creating the organizational changes. Once laborers are given a stake in the organization, the boundaries, barriers, and labor disputes begin to fade and the working relationship between union and management begins to prosper. As the relationship improves, an improvement in morale would likely follow. Deming (1981) and Irani et al. (1997) argue that improvements in morale and organizational culture eventually associate with improvements in production and overall job efficiency. As employees become more satisfied with their working conditions, they tend to focus more on the goals of the organization.

Safety issues have always been at the forefront of priorities for labor unions. Labor unions engage in multiple activities to implement and promote worker safety precautions. Per Demirkesen & Arditi (2015) and Morantz (2018), addressing safety issues and concerns require labor union recognition, interaction, and communication combined with management listening, understanding, and support. One without the other cannot address safety issues adequately, but

when the both exist together safety conflict resolutions can emerge. Many modern organizations set up safety and health committees to help facilitate the recognition and understanding of safety concerns. They also participate in the creation, development, and implementation of new policies and procedures to address these safety concerns. Safety has always been a priority to laborers and unions who are performing the actual work and has also become a major priority for managers of the organization due to civil and criminal liabilities.

Labor unions have concerns regarding safety issues that are related to the well-being of the laborer. Kelloway (2004) , Robinson (1988), and Sinclair et al. (2010) each discuss the various safety issues and concerns that that labor unions focus on. Will the organization provide workers compensation for all laborers? Will the laborers will be covered for all medical expenses related to any potential work-related injuries? Will the organization provide reasonable prevention measures regarding safety hazards and conditions and take full responsibility if not? Will the laborer be fairly compensated and retain his or her position and salary for the duration of the injury and recovery period? Safety issues have become a regular priority in labor contract negotiations in lieu of the lack of available additional funding.

Administration has an alternate set of concerns regarding safety issues. Per Vredenburgh (2002), managers want production to continue without any delays or reductions. They also want to minimize any costs that are associated with adding additional layers of safety that may be considered overkill. Lastly, they want to minimize any legal liabilities, replacement costs (equipment, supplies, products, etc..), employee rehabilitation time, overtime/backfill costs associated with replacing injured employees, and overall injury costs (settlements, insurance/workers compensation premiums, etc..). Hopfl (1994) and Wiegmann et al. (2004) discuss how administrations use different strategies to create a specific safety culture to meet the needs of management. Tactics such as rewarding positive safety behavior, advertising injury

statistics, and strict enforcement of safety policies are just a few of the ways organizations create a safety culture that protects their interests.

Safety concerns for labor unions and administration in public safety agencies can differ from any other type of organization. Public safety organizations do not have priorities such as profit and minimizing labor costs. Their priorities are public safety and providing adequate services for it. Safety concerns in public safety agencies are also different because administration is not focused on maintaining minimum costs and maximum production, as fast as possible. Instead, public safety administrations are concerned with ensuring that laborers have the proper training, certifications, apparatus, tools, personal protective equipment (PPE), and teamwork to safely complete dangerous tasks (Kuhns III, Maguire, & Cox, 2007). Public safety labor unions understand and accept the fact that they will be requested and required to perform in dangerous situations and environments, in order to complete tasks associated with protecting the public. The public safety labor union's safety concerns are more focused on injury, health, disability, death, and dismemberment benefits that will financially protect their families and themselves if tragedy were to occur.

2.7   Research Questions

This literature review revealed the history and development of labor unions. The literature review progressed through many of the challenges that both labor unions and administrations faced, their past relationships, and how they have evolved into what they are today. More recent academic findings suggest that there is still progress that needs to be made to continue fostering a positive working relationship between the two entities. The academic literature tells us that a positive and healthy working relationship between unions and administrations would improve the organization, but we have a void knowledge about how to create a positive and healthy working

relationship and how that relationship would improve the organization, with regards to public safety labor unions.

This research will be conducted with the overall intention of attempting to answer the following research questions: **(RQ1)** Do firefighters view workplace morale and employee production differently based on their perception of the working relationship between administrators and unions? **(RQ2)** Does an individual's position in an organization, whether union member, union leader, administrator, or a combination of these roles change their perception of workplace morale and employee production? **(RQ3)** Does an individual's position in an organization, whether union member, union leader, administrator, or a combination of these roles change their position regarding safety issues within the organization?

Based on the literature above, I hypothesize that there will be differences in views on workplace morale and employee production based on an individual's view of the working relationship between administration and union. I similarly hypothesize that there will be a difference in perception of workplace morale, employee production, and safety issues, based on a respondent role within the organization (administration or union). I also hypothesize that open communication and collaboration are key factors in the perception of a positive and healthy relationship and safety issues/concerns impact the relationship between unions and administration. Lastly, I hypothesize that the relationship between unions and administration has a direct correlation with morale and production. Specifically, I believe that a negative relationship will bring down morale and production, while a positive relationship will increase morale and production.

The next chapter contains methodology that will discuss data collection and methods used to retrieve the data necessary to conduct the research. The participant criteria will be

conferred in depth. The statistical analysis of the data will also be presented, to give the reader

insight and assist answering the three research questions.

CHAPTER III

METHODOLOGY

3.1   Introduction

The purpose of this study is to determine if the relationship between unions and administration affects the organization via organizational morale, employee production, and views of safety issues in the organization. The subsequent intent of this research is to help identify some of the broad topics and/or specific problems that positively or negatively impact these relationships, if it is determined that the relationship affects morale, production, and/or the perception of safety issues.

This chapter will explain data collection and methods. This chapter includes the participant criteria, data collection method, and the statistical analysis used in this study. Each of these three items will be discussed in detail and relevance to the intention and completion of this study.

3.2   Participant Criteria

This study is being conducted across the United States geared towards public safety employees and organizations. The target population is full time fire department employees that are or were part of an organization that has an organized union or association to represent the members of the organization regarding administrative issues. A 2015 National Fire Protection Association (NFPA) report, states that there are an estimated 29,727 fire departments in the U.S. (Haynes &

Stein, 2017). With 13,500 departments (45%) providing EMS with basic life support and 4,617 departments (16%) providing EMS with advanced life support, there are many interactions between firefighters and the public. The morale and production of these first responders can drastically affect the attitudes and services provided by the responders.

No participants in this study were compensated. They all remained anonymous and voluntarily agreed to participate in this survey. All participants claim that they are United Stated citizens and an overwhelming majority acknowledged that they have had some past or present involvement in the public safety service area (public or private).

The criteria of focusing on fire department employees, with an inclusion of other public safety service employees, is an effort to understand and eventually improve the union and administration relationships amongst first responder agencies. These individuals sacrifice and respond to emergencies daily for the safety and well-being of the public, and they deserve to have a good working relationship and meaningful dialect with their administrators. Important issues such as safety and morale keep these individuals performing consistently and responding effectively. Any improvement in morale and/or production in first responder agencies directly benefits the customers (public) and the services they receive from first responders.

3.3   Data Collection

The data for this research was collected via a survey, created and distributed by means of the SurveyMonkey website. The survey contained an assortment of questions, inquiring about different aspects of an organization's union and administrative relationships, and how these relationships affect the morale, production, and safety of the organization. The link to the survey was distributed and available from October 4th, 2018 until November 2nd, 2018. The survey link was included in email invitations. The sample of this survey is both a convenience sample and a snowball sample. The primary recipients of the email invitation were individuals on two separate

email lists. Each email list has members from a diverse community and should have different perspectives.

The first list of email recipients are graduate students, who are currently (Fall 2018) in Oklahoma State University's Fire and Emergency Management Program (FEMP). The FEMP program is a highly competitive and nationally recognized program throughout the Fire and Emergency Management community. The FEMP program also offers distance learning opportunities, which enables students from around the country to participate in the program. The web link was circulated via the FEMP email distribution list containing the email addresses of all current FEMP students. Many of these FEMP students are active or retired in the fire service through public, private, or military organizations. Other students in this program have an emergency management background or interest and come from organizations such as Police, Non-Government Organizations (NGOs), Homeland Security, Military, and Emergency Medical Services. Finally, there is another sector of students in the program who are learning and studying, with possible intentions of joining an organization related to one of these many fields. As a group, the students in the FEMP program come from a variety of different regions of the U.S. and from different disciplines. The intention is to recruit participants from different regions of the U.S., who understand and recognize how the relationship between their union and administration affects the organization.

The second list of email recipients are National Fire Academy (NFA) Alumni. The NFA is a one of the premier fire schools in the U.S. and consists of classes that prepare firefighters and emergency responders for their profession. The courses range from front line tactics to advanced administrative responsibilities and management. The NFA is open and available to any career or volunteer firefighter willing and able to take a course. The courses contain individuals that are spread out across numerous states within the U.S. and sometimes even out of the country. The courses also contain a wide variety of individuals across all ranks in the fire service such as

firefighters, engineers, captains, and chiefs. A network of individuals whom have attended one of the numerous courses that the researcher has taken at the NFA, has been established over the past five years. This network was obtained via end of course rosters and contact information that was voluntarily distributed to the researcher. The survey was distributed via email to this network with intention of gathering a broad perspective of information from different fire departments, in different states, with different ranks.

In order to broaden participation in the study, the survey link was also disseminated through social media via a post on Facebook. The link was posted on the NFA EFO 2014 to Present page, which include members from the NFA's Executive Fire Officer Program. This closed group contains three-hundred and fourteen EFO students and graduates. The EFO program is a high-level executive course, which takes approximately four years to complete. Many participants in the EFO program are leaders in their respective departments, with high level administrative responsibilities and previous experience through various positions within their organization. The intention of focusing on this group, was to gather a wide range of fire service leaders from around the country and capture their viewpoints on the union and administration relationships and its affects.

One-hundred and seventy participants initiated their participation with the survey (Appendix: A-1: Survey Instrument). The title page informed the participants of the ground rules for participation in the survey, including information regarding confidentiality, non-compensation, and volunteering to participate. As the SQs progressed certain participants were eliminated from research results as a result of their answers not being applicable to the study. The reasons for their elimination are discussed below.

The first SQ asked the participants "I agree to participate in this survey, and I am a U.S. citizen". Due to alternate IRB requirements for different country participants it was a requirement

to be a U.S. citizen to participate in the survey. One-hundred and sixty-nine participants (99.41%) agreed to participate while one participant (0.59%) did not agree. As a result, the one participant who did not agree was not allowed to complete the survey and was eliminated from the research results.

The second SQ asked the participants "What type of organization do you currently work for?". Out of one-hundred and sixty-nine participants one-hundred and thirty-four (79.2%) answered the SQ, while thirty-five (20.8%) elected to skip the SQ. This statistic becomes important because out of the thirty-five participants who elected to skip this SQ thirty-three (94%) of them skipped the entire survey from this point forward. The thirty-three participants who elected to skip all the remaining SQs were eliminated from the research results due to a lack of any data related to the research. After the elimination of thirty-three additional participants, the remaining participants are listed as one-hundred and thirty-six.

The sixth SQ asked the participants "Are you currently a member of a Union?". This SQ is another control question to assist in determining if the participants have some experience with union and administrative relationships. Those with some experience with be used to continue the research, while those without any experience will have their data eliminated from the research due to a lack of valid data. Out of one-hundred and thirty-six participants, one-hundred and thirty-four (98.5%) answered the SQ, while two (1.5%) elected to skip the SQ.

The initial instinct would be to eliminate those participants who answered "no (have never been in a union)". Upon further investigation and analysis into SQ #7 and #8, it was determined that eight of the twenty-five who answered "no (have never been in a union)" are in or have previously been in administrative positions that deal directly with a union.

Q6 Are you currently a member of a Union?

2.99% (4)
20.15% (27)
58.21% (78)
18.66% (25)

- ■ Yes
- ■ No (have never been a union member)
- ■ No (have previously been a union member)
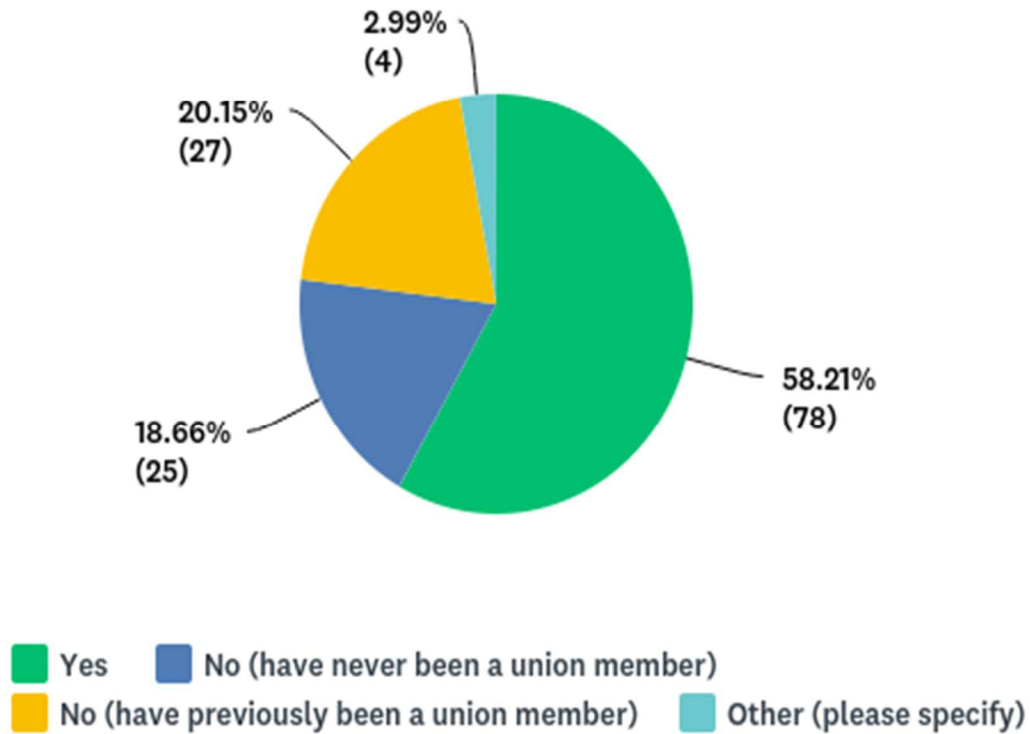- ■ Other (please specify)

Table 3-1: Member of a Union

Four of the participants answered "other". Upon further investigation and analysis into SQ #7 and #8, it was determined that two have union or administrative experience, while two do not. The two that have experience revealed one indicating them self as an administrator and another indicating them self as being involved in a subsection of a union. The other two's answers indicated that they are not and have never been affiliated with any union and administrative relationships.

Out of one-hundred and thirty-four participants there are one-hundred and fifteen (85.9%) that have some general experience and/or knowledge regarding union and administrative relationships. The statistics verify this with 58.21% answering "members of a union", 20.15%

answering "previously members of a union", 1.49% who are union affiliated (two that answered "other"), and 6% in administration, but dealing with unions (eight that answered "no (have never been in a union)"). This leaves nineteen (14.1%) who are not members of a union, have no previous experience in unions, and are not administrators contending with unions. Due to the lack of experience in dealing with union and administrative relationships, these nineteen participants and their data have been eliminated from the research.

Over all methods of distribution, one-hundred and seventy surveys contained responses. The participants that did not fit the criteria for the study were eliminated. The participant criteria were that they accepted the terms of volunteering for the survey, had some sort of union affiliation or experience, and completed the survey. One-hundred and fifteen participants are what was used for analysis. The collection method means that this is not a random sample of emergency service personnel in the country, but it does give us the opportunity to begin looking at relationships between labor and management in the fire and emergency services professions.

3.4   Statistical Analysis

There are six main dependent variables analyzed for this study that measure individual perceptions of workplace morale, employee production, and the effect of safety issues on workplace morale and employee production. Each of the dependent variables was developed from a single question on the survey instrument. The responses for each variable are measured on a 5-point Likert scale. The first independent variable of interest for the study is the individual perception of the working relationship between administration and union. This variable is a categorical variable with a Likert-like scale ranging from 1-5. The second independent variable of interest is the respondent's role within the organization with regards to the union and administration. These responses are also categorical.

The analysis focuses on how individuals in different categories (hereafter "groups") measured in the independent variables, perceive differences in workplace morale and employee production. Therefore, for each group represented in the independent variables, I calculate the mean response to dependent variable and then use t-tests to determine if the differences in mean responses between groups are statistically significant.

The next chapter presents the results of the t-tests and briefly discusses their significance. The final chapter for the thesis will examine the results of the statistical analysis and make concluding remarks about potential impacts of the findings on emergency services organization and areas for future research.

CHAPTER IV

RESULTS

4.1   Introduction

This chapter presents the results of the statistical analysis of survey responses. Each t-test analysis

is accompanied by a charting table and discussion on the relevance to the research question. Each

section focuses on one of the three research questions proposed at the end of Chapter 2. The

findings are discussed in the sections below.

4.2   Views on Workplace Morale and Employee Production based on Individual
Perception of Relationship between Administration and Unions

In order to examine "If firefighters view workplace morale and employee production differently

based on their perception of the working relationship between administrators and unions?",

respondents were asked their perception of both the relationship between administration and

unions, and their view of how labor negotiations affect employee morale and production. First,

respondents were asked their perception of the working relationship between the administration

and the union representing their department (SQ#15). Responses were coded as a categorical

variable with response categories 1=very poor, 2=poor, 3=neutral, 4=good, and 5=very good.

Next, in two separate questions, respondents were asked to identify their perception of the impact

of labor contract negotiations on the morale of employees (SQ#13) and the production of

employees (SQ#14). Responses were coded 1=highly negative, 2=slightly negative, 3=neutral

impact, 4=slightly positive, and 5=highly positive.

Table 4-1 displays the mean response to level of workplace morale, by respondents' perception of the working relationship between the administration and union. Table 4-2 examines the difference in means (using one-way t-tests) between these groups to determine whether there is a statistically significant difference in mean response to perception of workplace morale based on perception of union and administration working relationship. The results of the t-tests show that there is a significant difference between those individuals who view the relationship more positively versus more negatively. The greatest difference in means is between those view the relationship as "very good" versus those who view the relationship as "very poor", such that respondents that view the relationship between administration and union as "very good" are more likely to rate the morale of employees higher than those who view the relationship "very poor" (1.18, p<0.05).

Table 4-1: Mean Response to View of Workplace Morale by Perception of Working Relationship between Administration and Union		
	Mean	**Frequency**
Very Poor	2.66 (1.86)	6
Poor Relationship	2.6 (1.68)	15
Neutral	2.77 (1.63)	22
Good Relationship	3.17 (1.29)	39
Very Good	3.84 (1.46)	19
Totals	3.09 (1.52)	101

Table 4-2: Difference in Mean Response to View of Workplace Morale by Perception of Working Relationship between Administration and Union				
	Very Poor	**Poor**	**Neutral**	**Good**
Poor	-0.06			
Neutral	0.11	0.17		
Good	0.51*	0.57*	0.4	
Very Good	1.18*	1.24*	1.07*	0.67
p<0.05				

Table 4-3 shows the mean difference in view of employee production by perception of

working relationship between the administration and unions. Table 4-4 displays the difference in

mean responses between relationship categories using t-tests to examine statistically significant

difference between groups. Individuals who view the relationship between administration and

unions as "good" scored employee production higher than those who view the relationship as

"very poor" ($p<0.05$). Individuals who view the relationship as "very good", scored employee

production higher than individuals who see the relationship as "very poor", "poor", and "neutral"

($p<0.5$).

Table 4-3: Mean Response to View of Employee Production by Perception of Working Relationship between Administration and Union		
	Mean	**Frequency**
Very Poor	2.66 (1.62)	6
Poor Relationship	3.06 (1.33)	15
Neutral	3.09 (1.34)	22
Good Relationship	3.41 (1.16)	39
Very Good	3.94 (1.17)	19
Totals	3.34 (1.28)	101

Table 4-4: Difference in Mean Response to View of Employee Production by Perception of Working Relationship between Administration and Union				
	Very Poor	**Poor**	**Neutral**	**Good**
Poor	0.4			
Neutral	0.43	0.03		
Good	0.75*	0.35	0.32	
Very Good	1.28*	0.88*	0.85*	0.53
p<0.05				

These findings assist with answering RQ #1 "Do firefighters view workplace morale and employee production differently based on their perception of the working relationship between administrators and unions?". The analysis shows a clear distinction that survey participants who view the union and administration relationship as good or very good also have a perception that the workplace morale and employee production are positively impacted, while participants who view the union and administration relationship as poor or very poor also have a perception that the workplace morale and employee production are negatively impacted. This is important because the understanding that firefighter's perception of morale and production for the organization's employees are directly related to the relationship perception between the union and administration. Improving the relationship would most likely improve the morale and production of employees.

How these relationships affect morale and production is determined by the numerous comments left in SQs #9-#14. Comment examples from each of these SQs will give context to how these relationships affect morale.

SQ #9-#14 positive perception quotes:

- "Has improved with new mgmt & a contract after 3 yrs w/o one"

- "Productive negotiations = high morale"

- "Employees seem very money motivated so depending on the impact financially morale may be effected. But normally employees adapt over time."

- "Being professional means doing the best you can do everyday regardless of the unpredictable factors surrounding our daily lives. Hanging your hat on anyone else making you happy will always leave you wanting more."

- "Again, you are a part of the workplace environment. If you don't like how it is going, do your part to make it better and productivity will follow."

- ""We do what we do regardless of leadership or lack there of."

The method used by good relationships to deliver positive effects on the morale and production are good management, productive negotiations, money, professionalism, encouraging independence, and allowing employees to do their job.

SQ #9-#14 negative perception quotes:

- "Feeling of lack of support from Chief, complete disconnect"

- "constant change has negative impact on morale"

- "CITY POLITICS, ADVERSARIAL VIEW BETWEEN OFFICES WITHIN THE FIRE DEPARTMENT. OUR DEPARTMENT IS A HOUSE DIVIDED"

- "I CAN ONLY SPEAK FROM A PREVENTION STANDPOINT. SUPPRESSION IS PRIORITIZE AND PREVENTION IS A VERY LOW PRIORITY"

- "THE UNION DOES NOT REPRESENT PREVENTION MEMBERS"

- "The elected officials ultimately get to decide how much they will pay us for the amount of work we do as a group."

The method used by poor relationships to deliver negative effects on the morale and production are lack of support, constant change, division, low prioritizing, no representation, and no input.

As an organization or an administrator of an organization, this information is critical to improving the services and abilities of the organization. The focus can then shift to discovering avenues to improve the cohesion and relationship between unions and administrators. The research inadvertently helped discover some of these avenues to improve the relationship as communication, collaboration, education, and mutual training. Data from multiple SQs assisted in discovering these avenues. Each discovered solution is discussed in depth below.

Communication being a key solution was validated by the analysis of SQ #17 and its relationship to SQ #15. A direct connection was identified between unions who are informed of new policies/organizational changes and good working relationships with administration. The same connection was identified for those not informed and poor working relationships with administration. When unions and employees are informed about changes and why they are necessary they are more apt and willing to accept and assist with those changes.

Collaboration was another key solution that was validated by the relationship between SQ #18 and SQ #15 responses. A direct connection was identified between unions who have input of new policies/organizational changes and good working relationships with administration. The same connection was identified for those who are not offered input and poor working relationships with administration. When unions and employees feel as though they are involved in the decision-making process, they feel as though their concerns are being considered within the process. They also tend to view the relationship more favorable if they have input into decision making.

Education as a solution was supported by SQ #16 and SQ #19 responses. The comments in SQ #16 had an overwhelming response that both sides need to work together to make the relationship better. Quoted comments such as "Both could take time to understand the others perspective", "Both must be educated and willing to sacrifice for the greater good", and "Both

need to make sacrifices. But more importantly each side needs to keep the ultimate goal of protecting our citizens on the forefront. And if there is going to be a negative impact on to the safety of the community and/or the staff, no sacrifices should be made." indicate that education, understanding, and knowledge about each other's side will lead to better results. SQ #19 quoted responses "One of the biggest misconceptions about administration is that we are out to get everyone. The reality is that is never about an individual but protecting our members and serving the community as best we can with the resources provided." and "I understand the importance of collaboration but unfortunately do not believe I am in the majority. I would like to see more educational programs (for both union and admin) that emphasizes the gains and less focus on fighting is the only way to win." emphasize the importance of education and understanding of perspectives and priorities. Educating both administrations and union employees would be beneficial in improving the cohesion between them.

Mutual training is a solution specified in a SQ #19 response. The quoted response "There are conferences such as Labor-Management Alliance (LMA) Conference and Human Relations Conference, that admin and the association should attend together. Here they encourage and teach relationship building so that both sides can improve the organization." identifies options that both sides can take advantage of for relationship building and improvement. The International Association of Fire Chiefs (IAFC) and International Association of Firefighters (IAFF) co-host numerous conferences and seminars that encourage a positive working relationship between unions and administrations (IAFC & IAFF, 2018).

All these solutions are viable options that can improve the cohesion and relationship amongst unions and administrations. Both sides must be willing and capable of putting differences aside and working together to improve the relationship. By understanding each other's perspectives and priorities a better relationship can be harnessed and both sides, as well as the community, will enjoy the benefits of a positive relationship.

4.3   Views on Workplace Morale and Employee Production based on Union and Administrative Roles

Individuals were also asked to identify any union or administrative positions that they hold within the organization with responses coded 1= non-union member, 2=union member (non-admin position within your organization), 3=union officer (principle officer and/or board member), 4=administrative position within your organization (and a union member), and 5=administrative position within your organization (SQ#7). The position that each individual holds within the organization may affect their view of workplace morale and employee production. Table 4-5 shows the mean response to View of workplace moral based on an individual's union or administrative positions within the organization. Table 4-6 shows the results of one-way t-tests performed between groups to show whether the differences in means are statistically significant.

The statistically significant differences in mean perceptions of workplace morale are primarily between union members and non-union members, where union members rate workplace morale lower than non-union members (p<0.05). Likewise, there are statistically significant differences between organization administrators that are not union members and union officers, such that administrators who are not union members rate workplace morale higher than union officers (p<0.05). Finally, there are statistically significant differences in mean responses between administrators who are not union members and administrators who are union members. Non-union administrators rate workplace morale higher than administrators who are also union members (p<0.05).

Table 4-5: Mean Response to View of Workplace Morale by Respondent Union/Administration Position		
	Mean	**Frequency**
Not Union	3.6 (1.577)	10
Union no Admin	3.06 (1.47)	61
Union Officer	2.66 (1.63)	6
Union & Admin	2.5 (1.77)	10
Admin No Union	3.4 (1.53)	20
Totals	3.10 (1.52)	107

Table 4--6: Difference in Mean Response to View of Workplace Morale by Respondent Union/Administration Position				
	Not Union	**Union no Admin**	**Union Officer**	**Union & Administration**
Union No Admin	-.54*			
Union Officer	-0.94	-0.4		
Union & Admin	-1.1	-0.56	-0.16	
Admin No Union	-0.2	0.34	0.74*	0.9*
p<0.05				

The results for view of employee production based on union or administrative positions are nearly identical to those for workplace morale. Table 4-7 lists the means for view of employee production based on administrative or union role. Table 4-8 presents the difference in means with statistical significance tested using one-way t-tests. Again, the statistically significant differences in mean responses are between union and non-union groups, where union members rate employee production lower than non-union members. Also, the same are the statistically significant differences between administrators that are not union members and both union officers and administrators who are union members. Non-union administrators rate employee production higher than union officers and administrators who are also union members (p<0.05).

Table 4-7: Mean Response to View of Employee Production by Respondent Union/Administration Position

	Mean	Frequency
Not Union	3.9 (1.28)	10
Union no Admin	3.26 (1.21)	60
Union Officer	3 (1.26)	6
Union & Admin	3 (1.41)	10
Admin No Union	3.75 (1.29)	20
Totals	3.37 (1.26)	106

Table 4-8: Difference in Mean Response to View of Employee Production by Respondent Union/Administration Position

	Not Union	Union no Admin	Union Officer	Union & Administration
Union No Admin	-0.64*			
Union Officer	-0.9	-0.26		
Union & Admin	-0.9	-0.26	0	
Admin No Union	-0.15	0.49	0.75*	0.75*

p<0.05

These findings assist with answering RQ #2 "Does an individual's position in an organization, whether union member, union leader, administrator, or a combination of these roles change their perception of workplace morale and employee production?". The analysis identifies statistical significance amongst alternative union, non-union, and administrative roles within an organization that relates to different perceptions of morale and production. Those without union affiliation perceive employee morale and workplace production higher than those with union

affiliation. The same renders true whether is it an employee without an administrative role or if it is an employee with an administrative role.

These results create a want for additional questions that seek information regarding why this is true. Is it because union affiliated employees have monthly meetings and grievance procedures to express their displeasure with the organization? This would allow union affiliated employees an avenue to understand how other employees truly feel about their morale within the organization. Non-union employees may not have an opportunity to listen to how all of the other employees feel about the organization and therefore have a false perception. Could it be some other reason, such as non-union employees may not have as much employee protection as union employees and as a result, they are less inclined to have lower morale and reduced production, due to a fear of disciplinary action? Many of these questions can be focused on in additional research.

4.4   Views on Safety Issues and How they Effect Workplace Morale and Employee Production based on Union and Administrative Roles

Finally, I hypothesized a difference in the view of safety issues given a respondent's role in administration or union. In separate questions, individuals were asked to identify how safety issues affect the employee morale (SQ#11) and employee production (SQ#12). Responses were coded as categorical variables with 1=highly negative, 2=slightly negative, 3=neutral, 4=slightly positive, and 5=highly positive. Table 4-9 shows the mean responses to how safety issues affect employee morale based on respondent's administrative or union role. Table 4-10 shows the results of one-way t-tests to examine statistically significant differences in mean responses by role.

There are statistically significant differences in mean responses to the effect of safety issues on employee morale between non-union members and both union members and union

officers, such that union members and union officers rate the effect of safety issues on employee

morale more negatively than non-union members (<0.05). Likewise, administrators who are not

union members rate the effect of safety issues on employee morale more positively than union

members, union officers, and administrators who are also union members (<0.05).

Table 4-9: Mean Response to View of Safety Issues on Employee Morale by Respondent Union/Administration Position		
	Mean	Frequency
Not Union	3.7 (1.25)	10
Union no Admin	3.15 (1.32)	60
Union Officer	2.33 (1.03)	6
Union & Admin	2.9 (1.44)	10
Admin No Union	4 (0.97)	22
Totals	3.30 (1.30)	108

Table 4-10: Difference in Mean Response to View of Safety Issues on Employee Morale by Respondent Union/Administration Position				
	Not Union	Union no Admin	Union Officer	Union & Administration
Union No Admin	-0.55*			
Union Officer	-1.37*	-0.82		
Union & Admin	-0.8	-0.25	0.57	
Admin No Union	0.3	0.85*	1.67*	1.1*
p<0.05				

Table 4-11 shows the mean responses to how safety issues affect employee production based on respondent's administrative or union role. Table 4-12 shows the results of one-way t-tests to examine statistically significant difference in mean responses by role.

Table 4-11: Mean Response to View of Safety Issues on Employee Production by Respondent Union/Administration Position		
	Mean	Frequency
Not Union	3.7 (0.94)	10
Union no Admin	3.19 (1.19)	61
Union Officer	2.83 (0.75)	6
Union & Admin	3.1 (0.99)	10
Admin No Union	3.71 (1.18)	21
Totals	3.31 (1.14)	108

Table 4-12: Difference in Mean Response to View of Safety Issues on Employee Morale by Respondent Union/Administration Position				
	Not Union	Union no Admin	Union Officer	Union & Administration
Union No Admin	-0.51*			
Union Officer	-0.87*	-0.36		
Union & Admin	-0.6	-0.09	0.27	
Admin No Union	0.01	0.52	0.88*	0.61*
p<0.05				

Again, the difference in mean responses are mainly between union and non-union members. Union members on average view safety issues as having a more negative effect on employee production than non-union members ($p<0.05$). Likewise, administrators who are not union members view safety issues as having a more positive effect on employee production than union officers and administrators who are union members ($p<0.05$). Administrators who are not

union members do not have a statistically different mean response than union members who are not administrators and non-union members.

These findings assist with answering RQ #3 "Does an individual's position in an organization, whether union member, union leader, administrator, or a combination of these roles change their position regarding safety issues within the organization?". The results of the analysis determined that there is a significant difference in the safety issue position directly related to the individual's position/role within the organization. Again, non-union employees whether they have administrative roles or not, perceive safety issues as having a more positive effect on morale and production than union members, whether they have an administrative role or not. The answer to this research question is yes, an individual's position does change the perception regarding safety issues within the organizations

The analysis signifies that organizational position does alter the perception on safety issues, but the type of impact can be situational depending on the specific safety issue or concern. The comments were reviewed and consistently reiterated that safety issues are high impact, but the connotation (negative or positive) associated with the impact is situational depending on the issue. This means that however administration treats these issues is how it will impact the employees. Delay or ignore them and it has a negative impact. Address them quickly and compassionately and it has a positive impact.

The "why?" follow up question is more difficult to explain and support. The comments in SQ #11 and #12 can give a brief indication of why these participants feel that it impacts as it does. SQ #11 comments had one positive and one negative comment. The positive comment is "Highly positive because my department takes safety seriously, and any issues that arise are addressed immediately" and the negative comment is "safety issues take far too long to fix and the process of reporting them is way too bureaucratic". SQ #12 had one comment that was

positive, quoted as "We have a job to do and administration addresses safety concerns so that we can continue to do our job in a safe manner". It appears the reason that safety issues and concerns positively or negatively impact morale and production is because employees feel the handling of these issues affect how they are treated and can perform. More comments are needed to strongly justify precisely how safety issues and concerns impact the morale and production but based on this sample size, it is fair to state that safety impacts employees and how it is addressed will determine if the impact is positive or negative.

4.5   Results Conclusion

In conclusion, the analysis helped determine the answers to the three research questions and are listed below:

Yes, firefighters view workplace morale and employee production differently based on their perception of the working relationship between administrators and unions. Those who view the relationship as good or very good, also perceive the morale and production as positive, while those who view the relationship as poor or very poor perceive the morale and production negatively.

Yes, an individual's position in an organization, whether union member, union leader, administrator, or a combination of these roles changes their perception of workplace morale and employee production. Those without union affiliation perceive employee morale and workplace production higher than those with union affiliation. The same renders true whether is it an employee without an administrative role or if it is an employee with an administrative role.

Yes, an individual's position in an organization, whether union member, union leader, administrator, or a combination of these roles changes their position regarding safety issues within the organization. Again, non-union employees whether they have administrative roles or

not, perceive safety issues as having a more positive effect on morale and production than union members, whether they have an administrative role or not.

The next chapter will discuss what these results mean for unions and administrators in the emergency services profession. How can the results of these finding be used to improve emergency service organizations? The chapter will also discuss the weaknesses in the research. How can the views and perspectives of survey participants change in the future with similar surveys? Finally, the next chapter will discuss areas and topics for future research related to this study. What matters and issues do future researchers need to focus on, to continue to add to the academic field regarding union and administrative relationships?

CHAPTER V

DISCUSSION & CONCLUSION

5.1   Importance of Morale, Production, and Safety

Public safety organizations are honorable professions with an emphasis on protecting the
community and its citizens and visitors. They respond and lend a helping hand to people in need
that they have never met before. Their only intention is to mitigate the situation and leave it safer
than they found it. They need proper training and adequate resources to complete these tasks
efficiently. Administrators are tasked with evaluating their production, coordinating training, and
providing necessary resources. There needs to be trust, honesty, open communication, and
collaboration for the relationship between administrators and employees to be successful.

The purpose of this research is to discover or reveal the extent in which positive or
negative working relationships between unions and administrators influence morale, production,
and safety concerns. My personal, experience-based opinion believes that these relationships are
important and have direct influence on the entire organization and all its employees. Improving
these relationships will directly benefit the administrators, employees, and most of all the
community and its citizens. The research was centered around the identification of connections
between administration and employee work relationships versus morale, production, and safety.

The findings of this research reaffirm that the relationships between unions and administration have a direct correlation with the morale, production, and safety of employees. Positive effects on all three of these issues can improve the organization and the services and/or products that is produced. It can also negatively affect these three issues if the relationship is not favorable. The results of this research should change the way these relationships are viewed by all. Additional focus should be placed on avenues to improve these relationships so that the morale, production, and safety effects of the organizations will show improvement.

Effects on morale, production, and safety not only lead to changes in employees' attitudes, but also outside perception, cohesion, and teamwork. Having positive morale for the employees not only increases production but it makes the workday more enjoyable. Instead of dreading coming to work and constantly staring at the clock ready to leave, employees may be motivated to be creative and do extra. Highly motivated and creative employees create a work environment that is easier to manage for administrators. Imagine implementing a new policy as an administrator and receiving honest feedback of what is working and what needs improvement, along with ideas of how it can be improved. Now, imagine implementing the same policy and facing enormous resistance and complaints stating that the policy is no good, without any explanations or constructive feedback. This is the difference between a motivated high morale workforce and an unmotivated low morale workforce.

The same can be explained regarding production. High production levels are better for the customers (citizens), investors (taxpayers), and administrators. The higher and better the production levels are equating to better value for the consumer (citizen) and investor (taxpayer). As a consumer, you want the best service possible and as an investor, you want your investment to have the best possible return. This explains why high production is so important in an organization and why every organization emphasizes production improvement.

Safety is a key component to every organization for not only liability and cost reasons, but also for morale and production reasons. When employees feel that their safety is a high priority, they feel like their organization cares about their well-being. This can improve morale and production because employees feel secure in their organization.

Public safety organizations are close knit organizations. They work together, are often friends with each other, and even regularly consider one another like family in some instances. The fire service industry is extremely close knit, due to the extended amount of time spent together at work. Many fire departments work twenty-four or forty-eight hours shifts together, forcing them to spend long hours together. They eat, relax, work, clean, have fun, and rest together. When they enjoy their job and have confidence in their leadership, they are limited by few boundaries. They can accomplish monumental tasks that seem unobtainable. The community and public deserve and expect these efforts when they call for assistance. Some employees are self-motivated, but others need a strong and motivated surrounding to reach their potential.

The findings of this study can help public safety organizations recognize the need to develop and improve the working relationship between administrators and employees/labor associations. Without high morale for the employees, the production levels may not be the best that they can be. As public safety officials, we need to personally strive to perform and help others perform to the highest standards and expectations of the public. We are professionals and must do everything in our power to maintain the professionalism.

5.2   Weaknesses of the Study

This research has several limitations. First, this study was conducted in the United States, and findings cannot be applied to labor and administration relationships in other countries, which have very different regulatory systems. The participants and the perspectives were all U.S. based

and may have no bearing on how those outside of the U.S. view and are affected by the relationships.

The study did not have randomly selected participants. The participant pool may have contained more, highly motivated and inspired public safety individuals, then a random selection pool would have. The participant groups that the survey was distributed to were not average employees, but instead employees who had partaken in advanced level training and education opportunities. The views by the average employee may be different then the views by this group of participants.

The study was primarily focused on public safety organizations with a heavy emphasis of fire departments. Other organizations such as construction, electrical, ironwork, refineries, etc... may not have the same perspectives, motivations, or relationships that public safety organizations do. Finding may not be applicable to organizations outside of the public safety scope without further research and analysis.

The data collection is cross-sectional, which means that the answers are only from one period of time. Future policy changes or national conversations about public sector unions, or an increase or decrease in injuries and deaths in the fire service may change the views of respondents to a similar survey. Major catastrophes such as Hurricane Katrina, 9/11, or increasing wildland fires in the future could severely alter the perspectives of respondents and how they view administrative and employee relationships effecting their morale, production, and safety. This would cause research similar to this to produce different results.

There are also weaknesses with the statistical analysis. T-tests are not the most appropriate statistical test, because the dependent variable is not continuous or interval, but it does give some indication of differences in perception based on groups. Alternative statistical analysis methods could produce different group perceptions.

5.3   Future Research Areas

Future research should focus on avenues to improve the cohesion and working relationship

between unions and administration by increasing communication, collaboration, education, and

mutual training. Communication and collaboration are avenues that can improve the relationship

immediately. They are also cost-effective measures because all it takes is time and effort to

deliver and participate in these improvement techniques. Education and mutual training are

focused on long term relationship improvement and may have costs associated with these

avenues. Not every organization will be able to utilize the education and mutual training options

at first, but communication and collaboration can be implemented and effective instantly.

Future research may also want to look at how conferences such as Labor-Management

Alliance (LMA) Conference and Human Relations Conference have changed the relationships

between unions and administrations. Are the administrators of organizations that attend these

conferences better equipped to handle labor relation issues? Are labor organization leaders that

attend these conferences more understanding of administrative concerns? If these conferences are

productive and improving relationships, surely there must be more opportunities available

throughout the U.S. and future research may be able to identify them

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APPENDICES

Figure A-1: Survey Instrument

Welcome to My Survey

OKLAHOMA STATE UNIVERSITY
Fire and Emergency Management Program
PARTICIPANT INFORMATION FORM

UNDERSTANDING AND UTILIZING ADMINISTRATIVE VERSUS UNION PRIORITIES TO IMPROVE THE ORGANIZATION

Background Information:
You are invited to be in a research study of union versus administrative priorities. We ask that you read this form and ask any questions you may have before agreeing to be in the study. Your participation in this research is voluntary. There is no penalty for refusal to participate, and you are free to withdraw your consent and participation in this project at any time. You can skip any questions that make you uncomfortable and can stop the survey at any time. You must be a U.S. resident to participate.
This study is being conducted by: Earl Borden, MPS student @ Oklahoma State University, under the direction of Dr. Haley Murphy, Assistant Professor & Program Coordinator for Fire and Emergency Management Administration @ Oklahoma State University.

Procedures:
If you agree to be in this study and you are a U.S. resident, we would ask you to do the following things: Click "I Agree" at the bottom of this page to consent to participation and then complete the online survey
Participation in the study involves the following time commitment: 5-15 minutes

Compensation:
You will receive no payment for participating in this study.

Confidentiality:
The information your give in the study will be anonymous. This means that your name will not be collected or linked to the data in any way. The researchers will not be able to remove your data from the dataset once your participation is complete. We will collect your information through an online survey. This data will be stored on a cloud-based storage system.
The research team works to ensure confidentiality to the degree permitted by technology. It is possible, although unlikely, that unauthorized individuals could gain access to your responses because you are responding online. However, your participation in this online survey involves risks similar to a person's everyday use of the internet. If you have concerns, you should consult the survey provider privacy policy at: https://www.surveymonkey.com/mp/legal/privacy-policy/

Contacts and Questions:
The Institutional Review Board (IRB) for the protection of human research participants at Oklahoma State University has reviewed and approved this study. If you have questions about the research study itself, please contact the Principal Investigator at 504-234-3429, eborden@okstate.edu. If you

have questions about your rights as a research volunteer or would simply like to speak with someone other than the research team about concerns regarding this study, please contact the IRB at (405) 744-3377 or irb@okstate.edu. All reports or correspondence will be kept confidential.

Statement of Consent:
I have read the above information. I have had the opportunity to ask questions and have my questions answered. I consent to participate in the study.

* 1. I agree to participate in this survey and I am a U.S. citizen

◯ Yes   ◯ No

60

2. What type of organization do you currently work for?

○ Public Sector   ○ Non-Profit

○ Private Sector   ○ Retired

○ Self-Employed   ○ Unemployed

○ Other (please specify)

[   ]

3. How many full-time employees are employed in your current organization?

[   ]

4. What was your organization's appoximate budget and/or revenue for last fiscal year?

[   ]

5. How long have you been employed with your current employer?

○ Less than 5 years   ○ 15-19 years

○ 5-9 years   ○ 20-24 years

○ 10-14 years   ○ 25 or more years

○ Other (please specify)

[   ]

6. Are you currently a member of a Union?

○ Yes   ○ No (have previously been a union member)

○ No (have never been a union member)

○ Other (please specify)

[   ]

7. What Labor relations position do you currently hold?

○ Non-Union Member   ○ Administrative Position within your organization (and a union member)

○ Union Member (Non-Admin Position within your organization)

○ Union Officer (Principle Officer and/or Board Member)   ○ Administrative Position within your organization (and not a union member)

8. What Labor relations positions have you previously held and/or had experience in? (Select all that apply)

☐ None (Non-Union Member, etc...)

☐ Union Member

☐ Union Officer/Board Member (without labor contract negotiation experience)

☐ Union Officer/Board Member (with labor contract negotiation experience)

☐ Administrative Position within your organization (without labor contract negotiating responsibilities)

☐ Administrative Position within your organization (with labor contract negotiating responsibilities)

9. How does the workplace environment impact the morale of employees?

Highly Negative impact on morale	Slightly Negative impact on morale	Neutral impact on morale	Slightly Positive impact on morale	Highly Positive impact on morale	N/A
☆	☆	☆	☆	☆	○

Other (please specify)

10. How does the workplace environment impact the production of employees?

Highly Negative impact on production	Slightly Negative impact on production	Neutral impact on production	Slightly Positive impact on production	Highly Positive impact on production	N/A
☆	☆	☆	☆	☆	○

Other (please specify)

11. How do the safety issues affect the morale of employees?

Highly Negative impact on morale	Slightly Negative impact on morale	Neutral impact on morale	Slightly Positive impact on morale	Highly Positive impact on morale	N/A
☆	☆	☆	☆	☆	○

Other (please specify)

12. How do the safety issues affect the production of employees?

Highly Negative impact on production	Slightly Negative impact on production	Neutral impact on production	Slightly Positive impact on production	Highly Positive impact on production	N/A
☆	☆	☆	☆	☆	○

Other (please specify)

13. How do labor contract negotiation issues affect the morale of employees?

Highly Negative impact on morale	Slightly Negative impact on morale	Neutral impact on morale	Slightly Positive impact on morale	Highly Positive impact on morale	N/A
☆	☆	☆	☆	☆	○

Other (please specify)

[ ]

14. How do labor contract negotiation issues affect the production of employees?

Highly Negative impact on production	Slightly Negative impact on production	Neutral impact on production	Slightly Positive impact on production	Highly Positive impact on production	N/A
☆	☆	☆	☆	☆	○

Other (please specify)

[ ]

15. What type of working relationship does your union and organization's administration have?

Very Poor	Poor	Neutral	Good	Very Good	N/A
☆	☆	☆	☆	☆	○

Other (please specify)

[ ]

16. Which side should make additional sacrifices to improve the relationship between the Union and Administration?

○ Union   ○ Administration

○ Other (Both, Neither, N/A, etc...)(please specify)

[ ]

17. How often does your organization's administration consult with your union prior to implementing any new policies or changes to the organization?

Never	Occasionally	Often	Frequently	Always	N/A
☆	☆	☆	☆	☆	○

Other (please specify)

[ ]

18. How often does your organization's administration consider input from your union prior to implementing any new policies or changes to the organization?

Never	Occasionally	Often	Frequently	Always	N/A
☆	☆	☆	☆	☆	○

Other (please specify)

[   ]

19. Is there any information you would like to add, that was not asked in this survey?

○ No

○ Yes (please specify)

[   ]

Table A-2: SQ#5

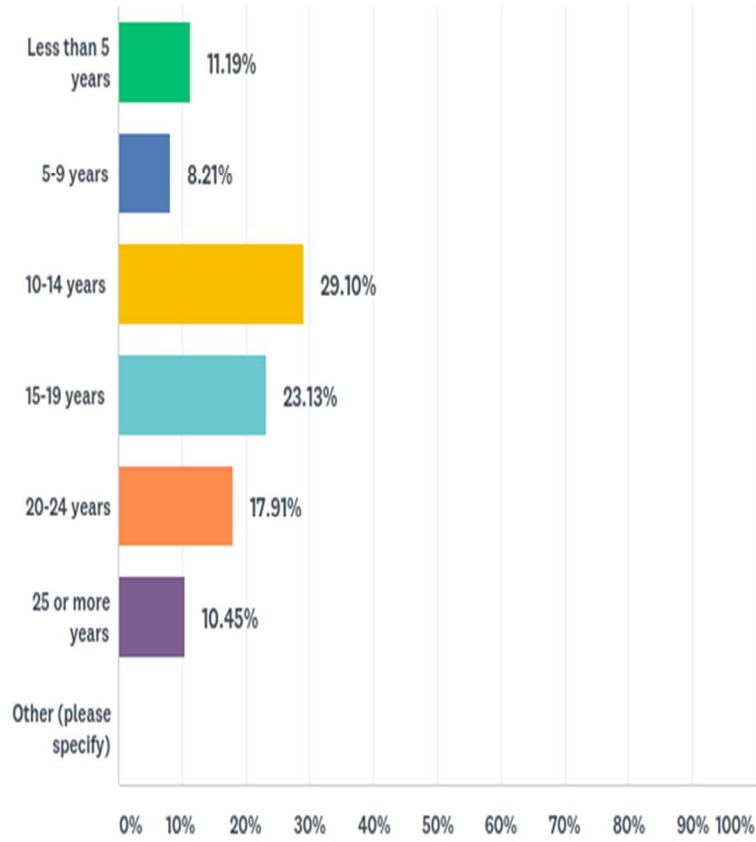## Q5 How long have you been employed with your current employer?

Less than 5 years	11.19%
5-9 years	8.21%
10-14 years	29.10%
15-19 years	23.13%
20-24 years	17.91%
25 or more years	10.45%
Other (please specify)	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Table A-3: SQ#6

Q6 Are you currently a member of a Union?

Yes ■ No (have never been a union member)

No (have previously been a union member) ■ Other (please specify)
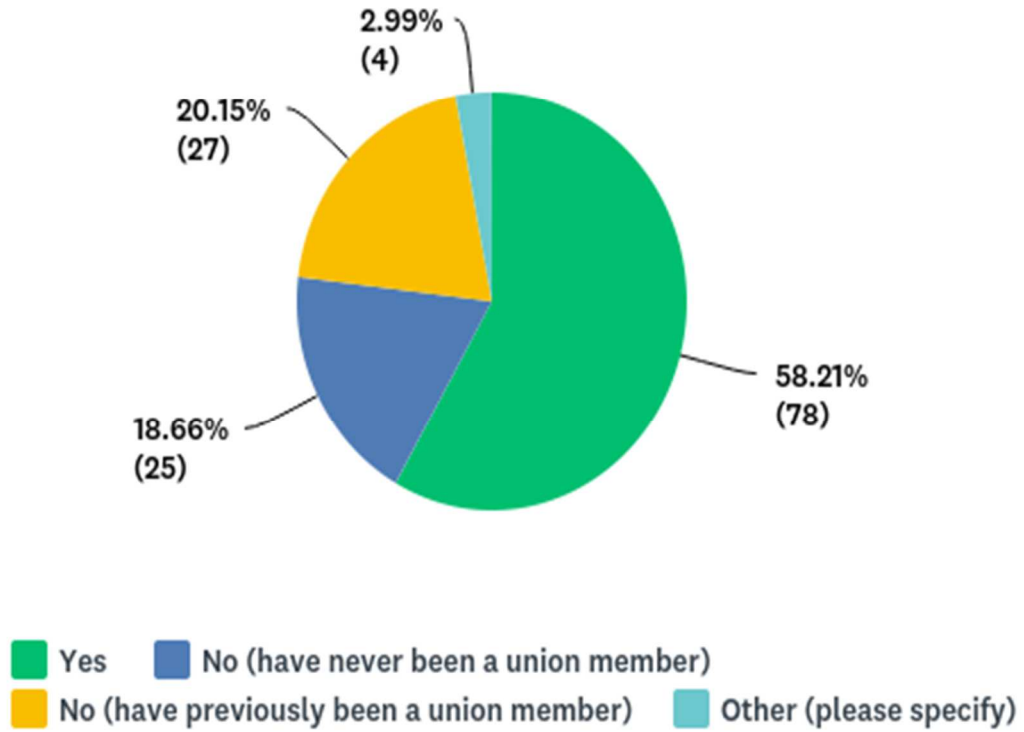
Table A-4: SQ#7

Q7 What Labor relations position do you currently hold?

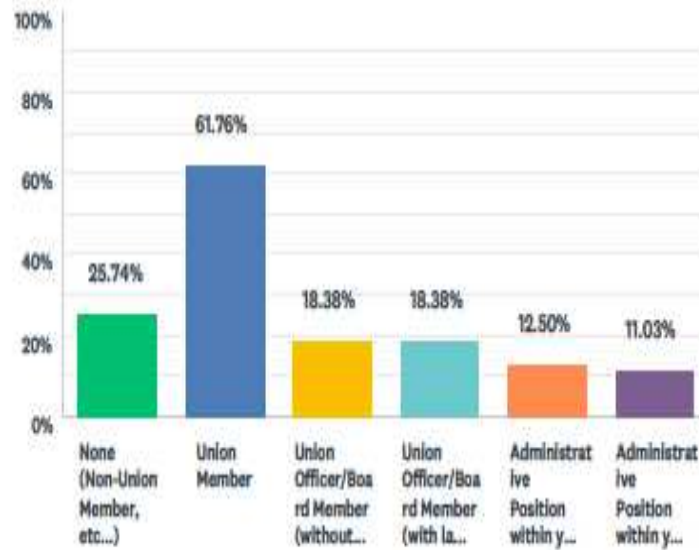| Category	Percentage
Non-Union Member	22.22%
Union Member (Non-Admin...	47.41%
Union Officer (Principle...	4.44%
Administrative Position wit...	8.15%
Administrative Position wit...	17.78%
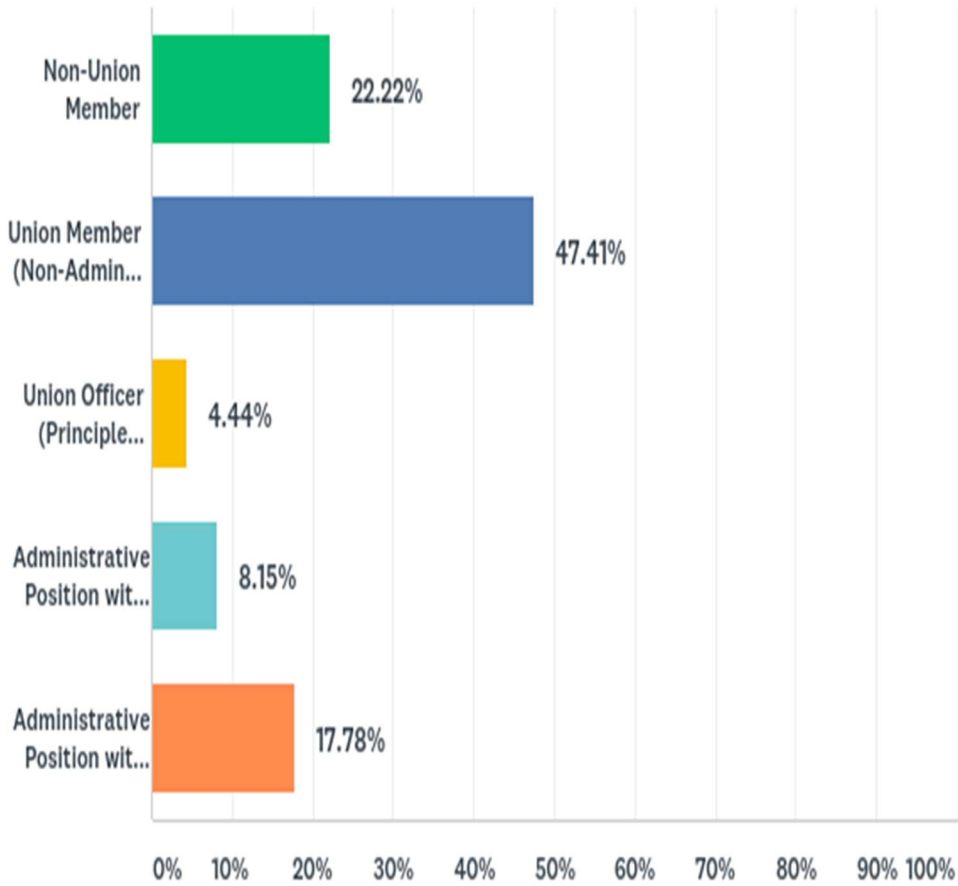
Table A-5: SQ#8

Q8 What Labor relations positions have you previously held and/or had experience in? (Select all that apply)

Answered: 136   Skipped: 0

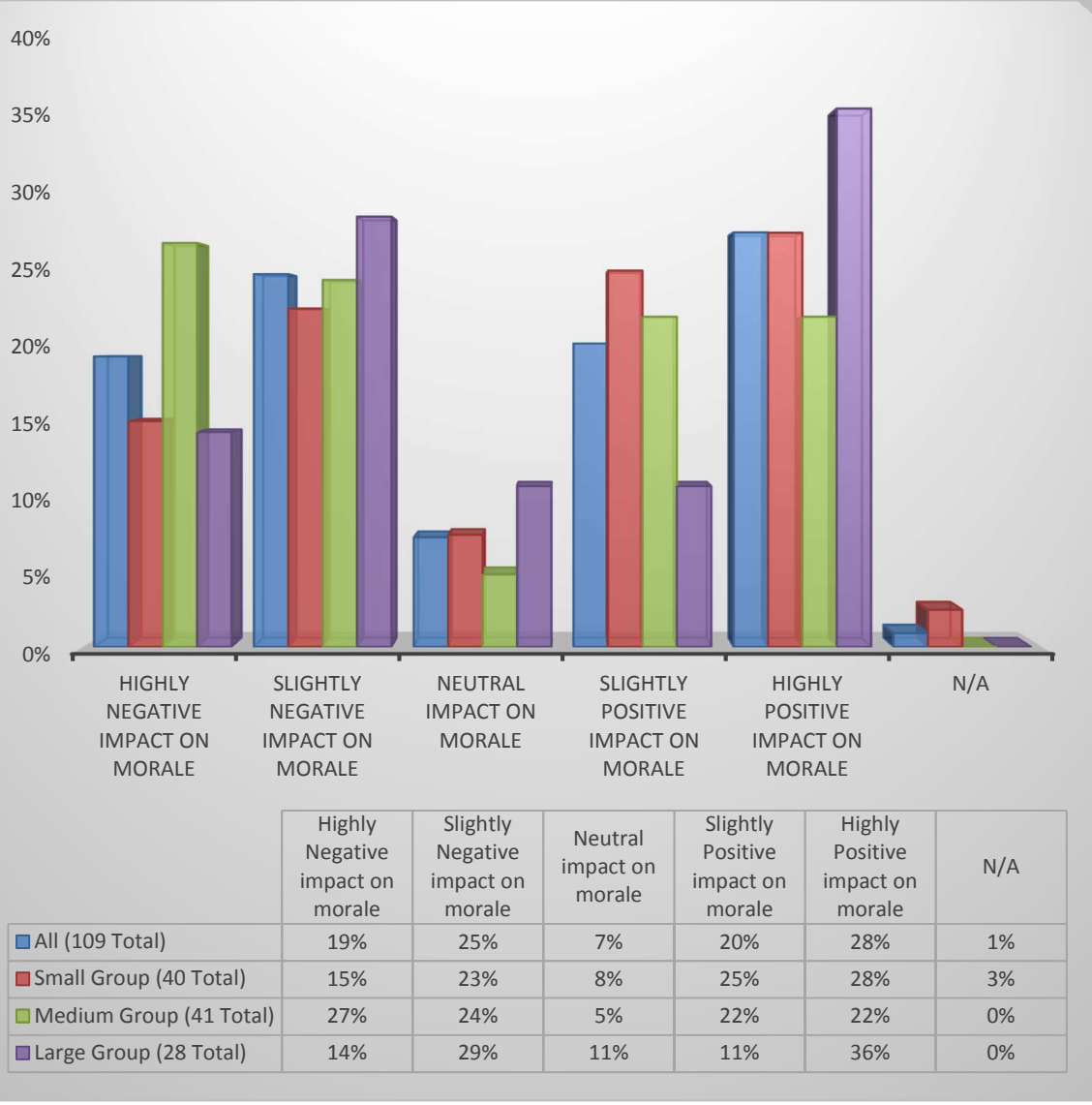| ANSWER CHOICES	RESPONSES	
None (Non-Union Member, etc...)	25.74%	35
Union Member	61.76%	84
Union Officer/Board Member (without labor contract negotiation experience)	18.38%	25
Union Officer/Board Member (with labor contract negotiation experience)	18.38%	25
Administrative Position within your organization (without labor contract negotiating responsibilities)	12.50%	17
Administrative Position within your organization (with labor contract negotiating responsibilities)	11.03%	15
Total Respondents: 136		

Table A-6: SQ#9 (Percentage)

	Highly Negative impact on morale	Slightly Negative impact on morale	Neutral impact on morale	Slightly Positive impact on morale	Highly Positive impact on morale	N/A
All (109 Total)	19%	25%	7%	20%	28%	1%
Small Group (40 Total)	15%	23%	8%	25%	28%	3%
Medium Group (41 Total)	27%	24%	5%	22%	22%	0%
Large Group (28 Total)	14%	29%	11%	11%	36%	0%

Table A-7: SQ#9 (Numbers)

How does the workplace environment impact the morale of employees?
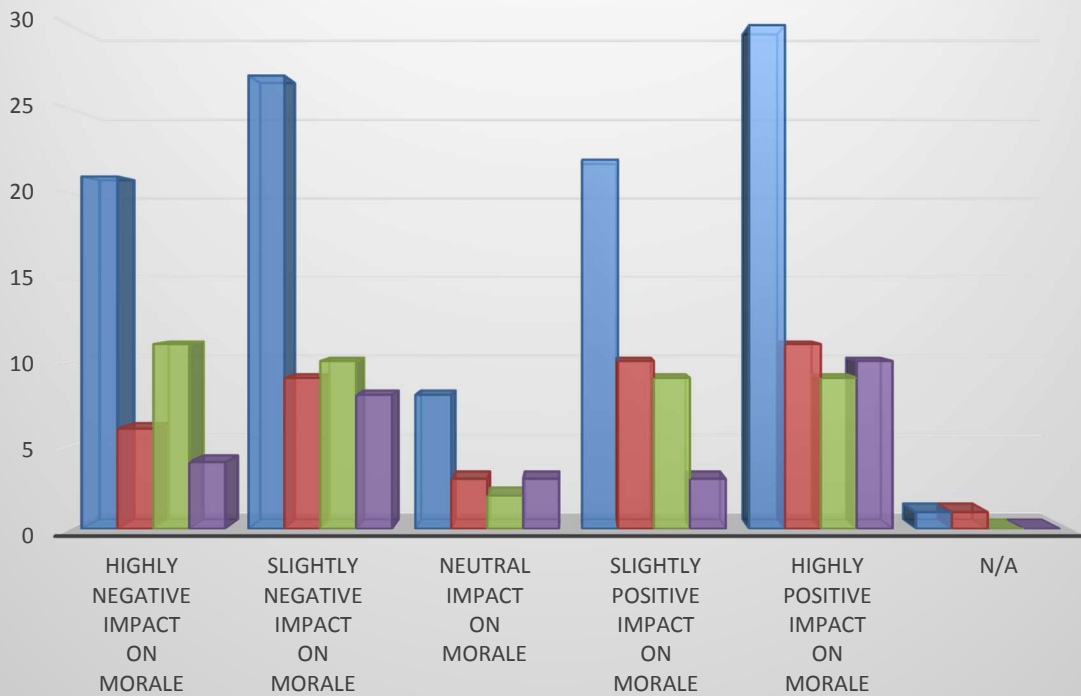
	Highly Negative impact on morale	Slightly Negative impact on morale	Neutral impact on morale	Slightly Positive impact on morale	Highly Positive impact on morale	N/A
All (109 Total)	21	27	8	22	30	1
Small Group (40 Total)	6	9	3	10	11	1
Medium Group (41 Total)	11	10	2	9	9	0
Large Group (28 Total)	4	8	3	3	10	0

Table A-8: SQ#10

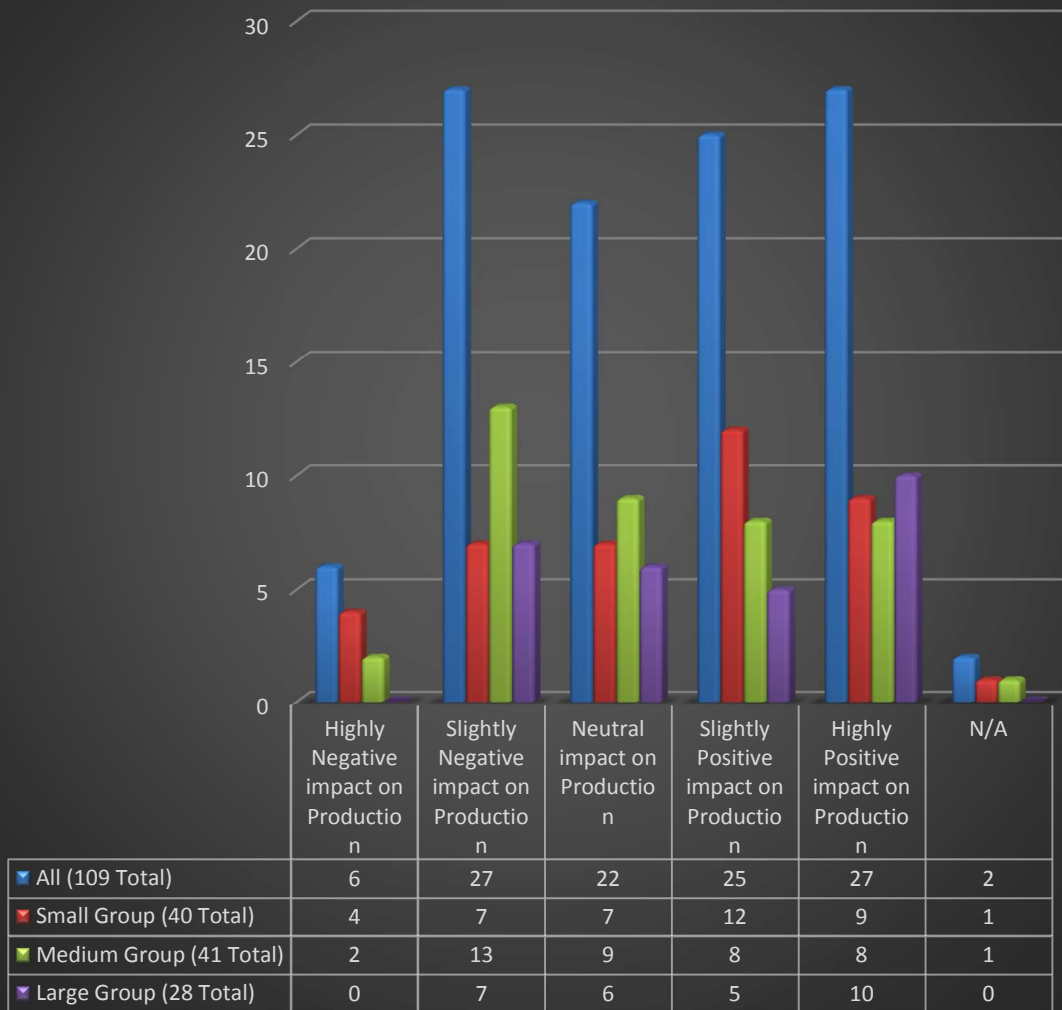## How does the workplace environment impact the production of employees?

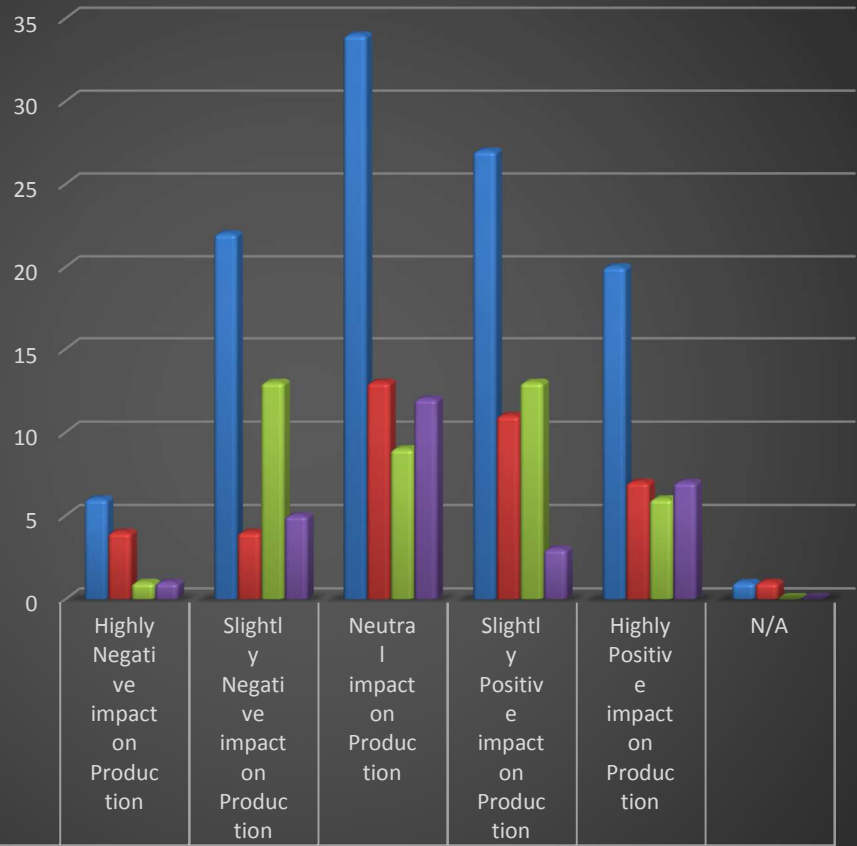|	Highly Negative impact on Production	Slightly Negative impact on Production	Neutral impact on Production	Slightly Positive impact on Production	Highly Positive impact on Production	N/A
All (109 Total)	6	27	22	25	27	2
Small Group (40 Total)	4	7	7	12	9	1
Medium Group (41 Total)	2	13	9	8	8	1
Large Group (28 Total)	0	7	6	5	10	0

Table A-9: SQ#11

How do the safety issues affect the morale of employees?
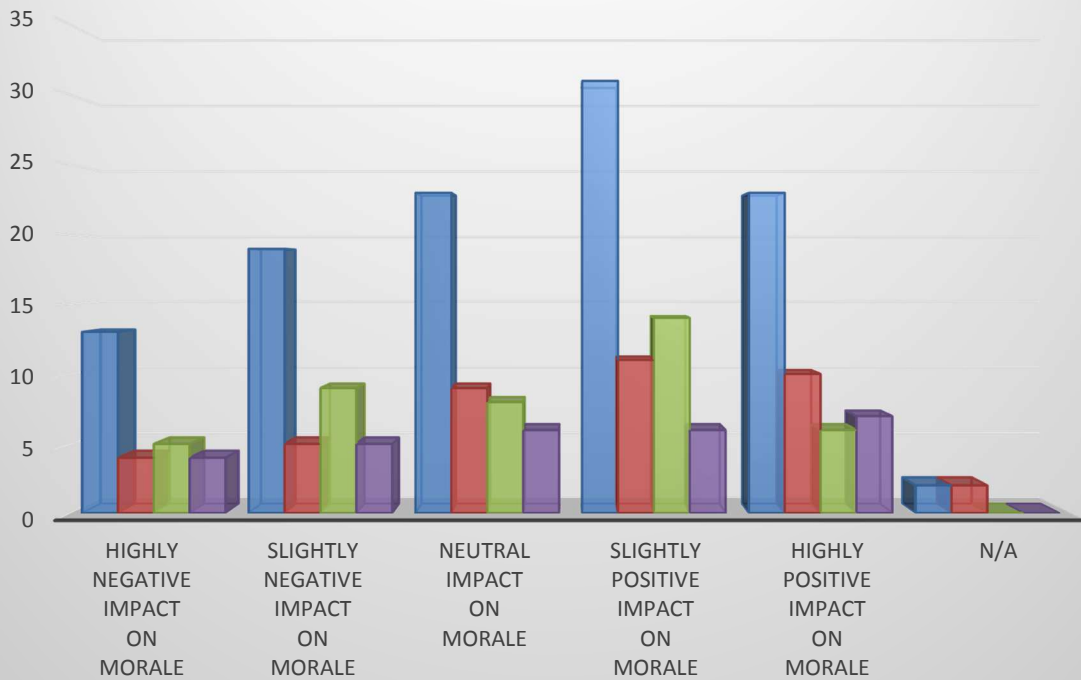
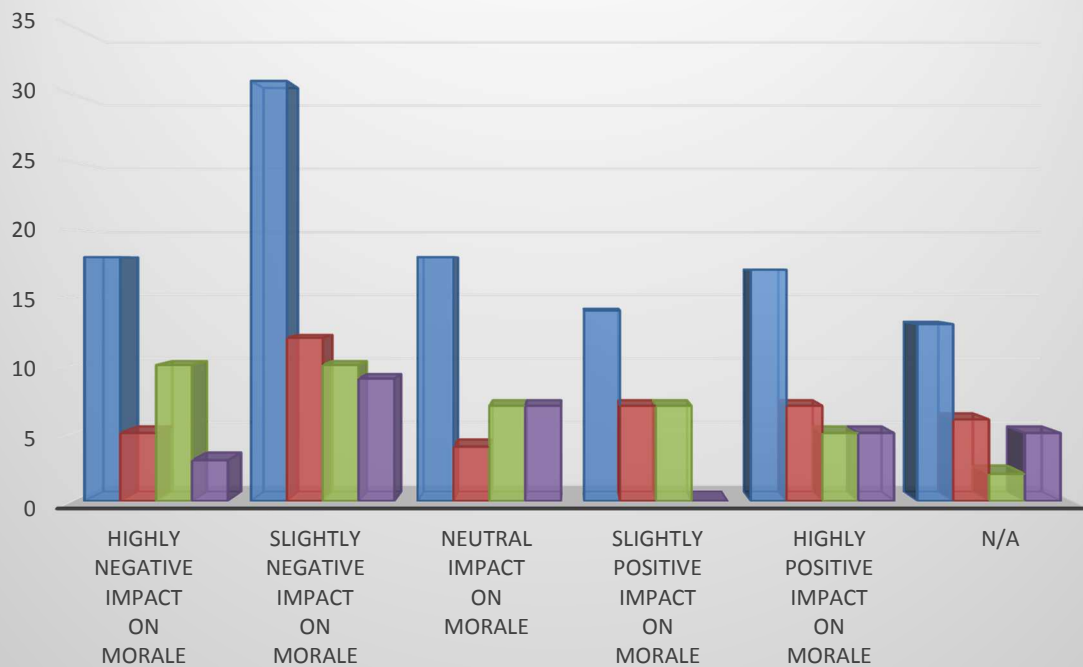|	Highly Negative impact on morale	Slightly Negative impact on morale	Neutral impact on morale	Slightly Positive impact on morale	Highly Positive impact on morale	N/A
All (111 Total)	13	19	23	31	23	2
Small Group (41 Total)	4	5	9	11	10	2
Medium Group (42 Total)	5	9	8	14	6	0
Large Group (28 Total)	4	5	6	6	7	0

Table A-10: SQ#12

How do the safety issues affect the production of employees?

	Highly Negative impact on Production	Slightly Negative impact on Production	Neutral impact on Production	Slightly Positive impact on Production	Highly Positive impact on Production	N/A
All (110 Total)	6	22	34	27	20	1
Small Group (40 Total)	4	4	13	11	7	1
Medium Group (42 Total)	1	13	9	13	6	0
Large Group (28 Total)	1	5	12	3	7	0

Table A-11: SQ#13

How do labor contract negotiation issues affect the morale of employees?

	Highly Negative impact on morale	Slightly Negative impact on morale	Neutral impact on morale	Slightly Positive impact on morale	Highly Positive impact on morale	N/A
All (111 Total)	18	31	18	14	17	13
Small Group (41 Total)	5	12	4	7	7	6
Medium Group (41 Total)	10	10	7	7	5	2
Large Group (29 Total)	3	9	7	0	5	5

Table A-12: SQ#14

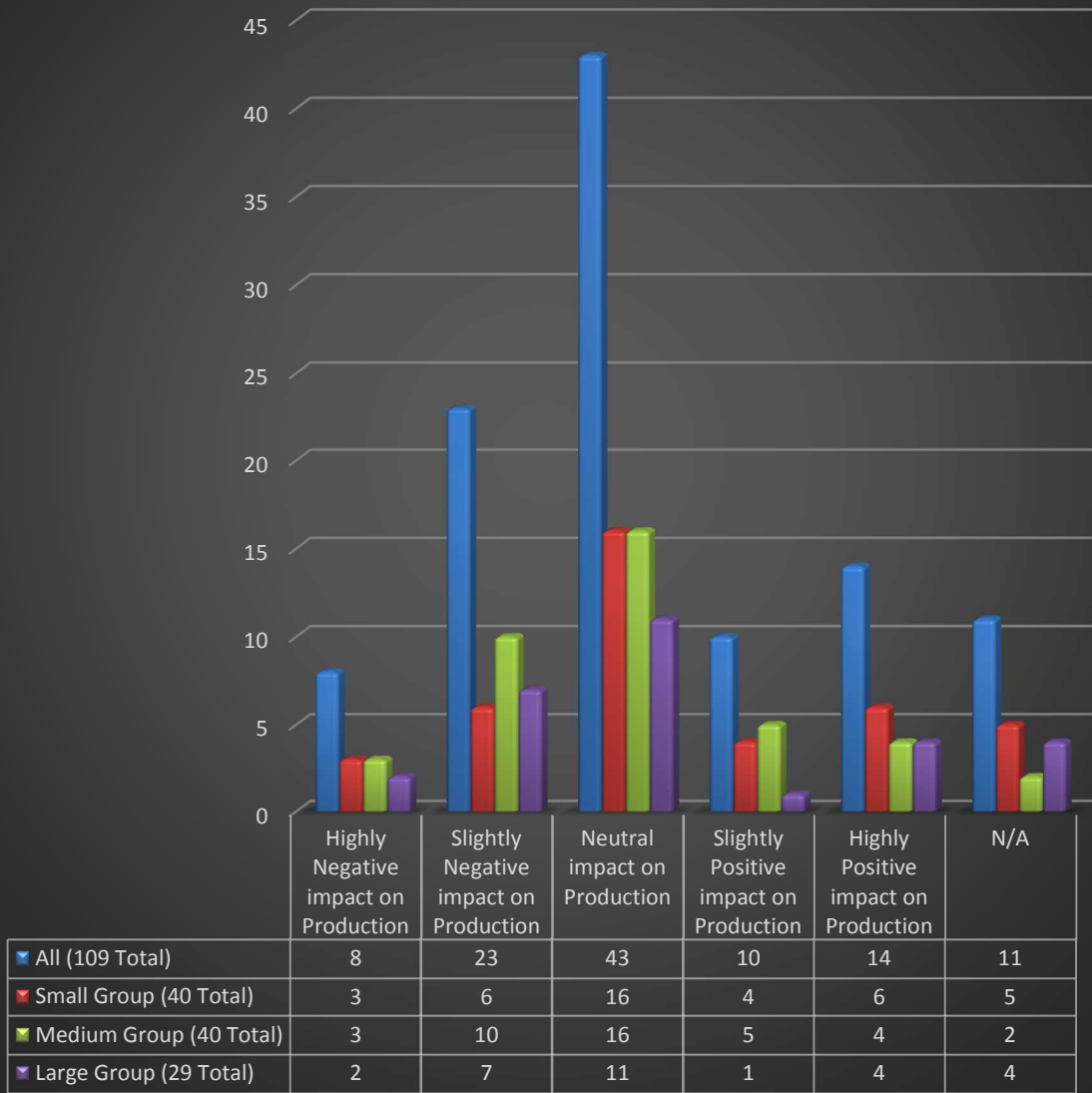## How do labor contract negotiation issues affect the production of employees?

	Highly Negative impact on Production	Slightly Negative impact on Production	Neutral impact on Production	Slightly Positive impact on Production	Highly Positive impact on Production	N/A
All (109 Total)	8	23	43	10	14	11
Small Group (40 Total)	3	6	16	4	6	5
Medium Group (40 Total)	3	10	16	5	4	2
Large Group (29 Total)	2	7	11	1	4	4

Table A-13: SQ#15

What type of working relationship does your union and organization's administration have?

- All (113 Total)
- Small Group (42 Total)
- Medium Group (42 Total)
- Large Group (29 Total)

N/A
- 6
- 2
- 1
- 3

Very Good
- 19
- 8
- 5
- 6

Good
- 43
- 21
- 14
- 8

Neutral
- 22
- 8
- 7
- 7

Poor
- 16
- 1
- 11
- 4

Very Poor
- 7
- 2
- 4
- 1

0   5   10   15   20   25   30   35   40   45   50
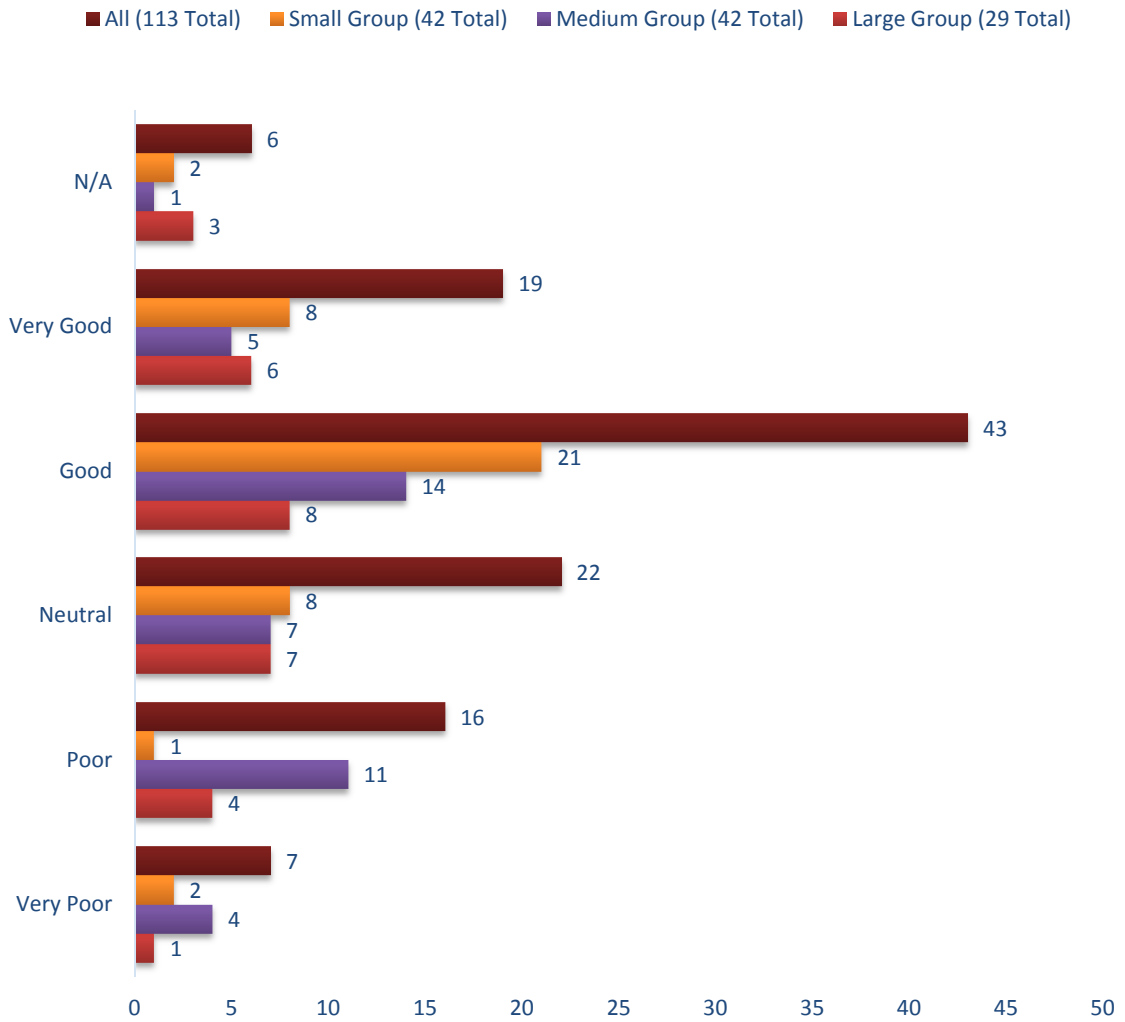
Table A-14: SQ#16

Which side should make additional sacrifices to improve the relationship between the Union and Administration?

Union (16)
14%
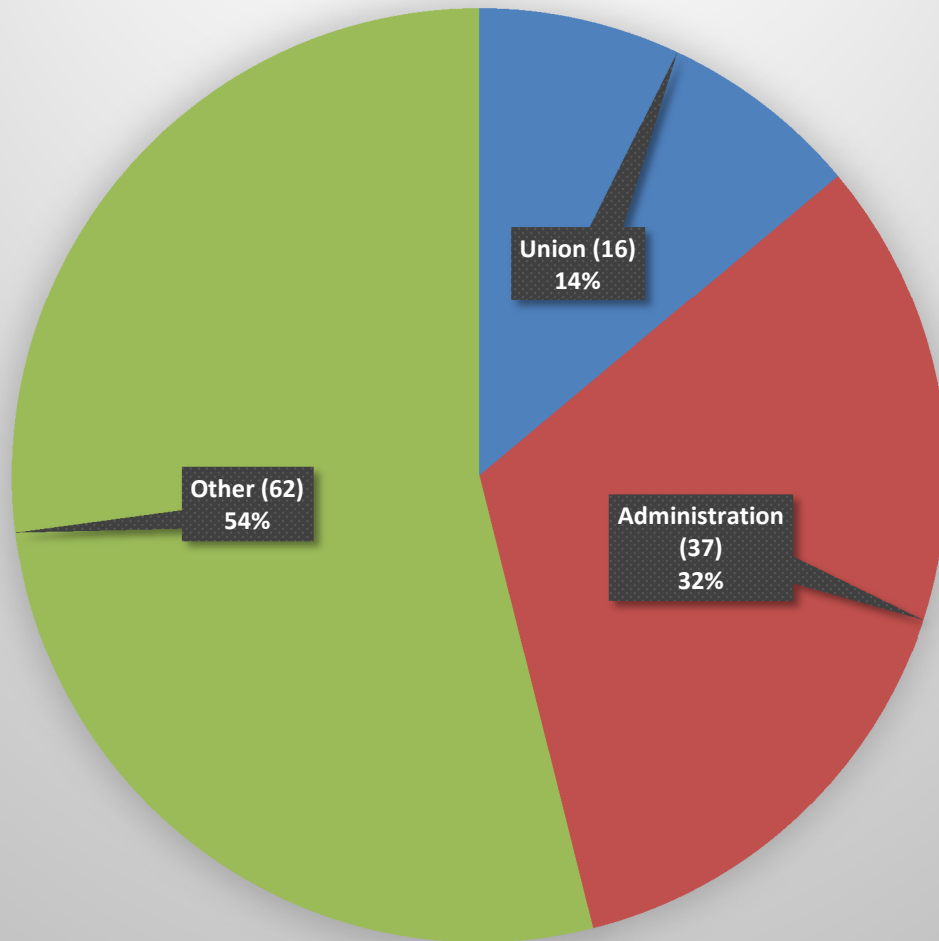
Administration (37)
32%

Other (62)
54%

Table A-15: SQ#17

How often does your organization's administration consult with your union prior to implementing any new policies or changes to the organization?
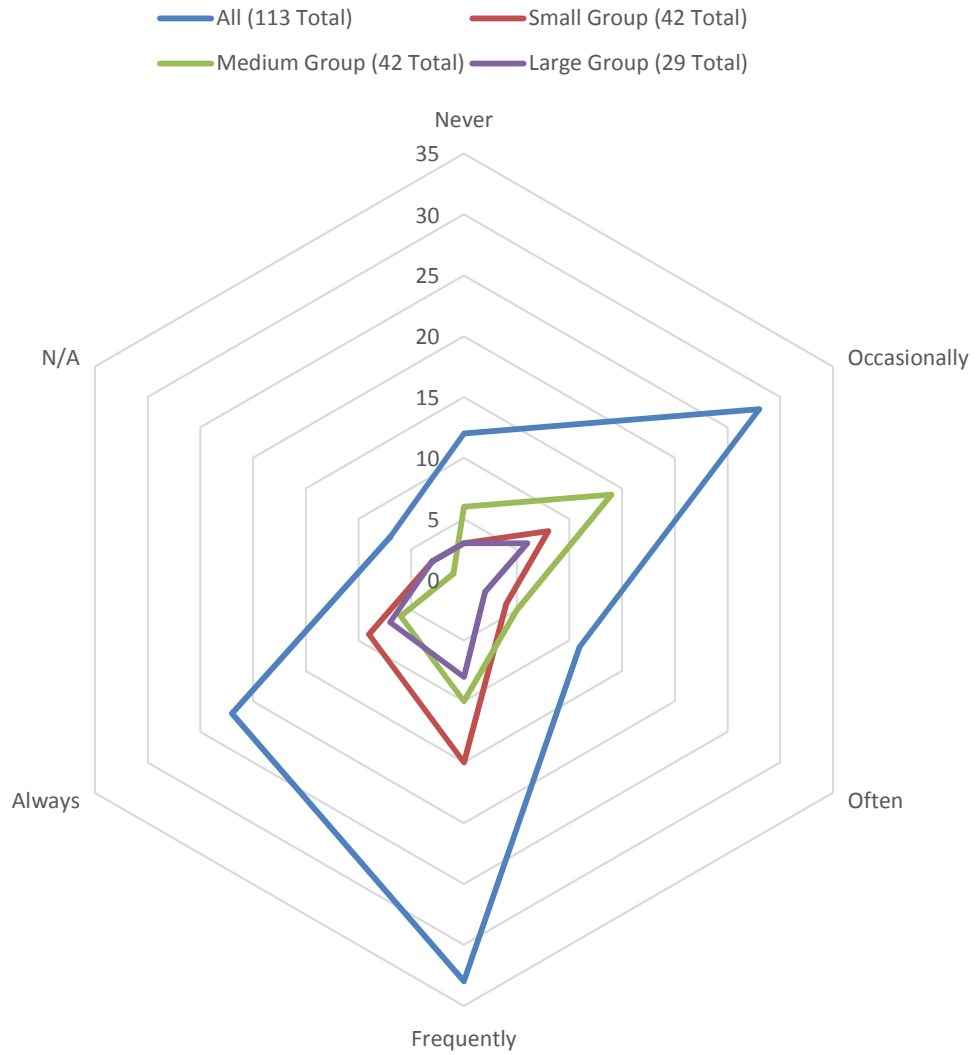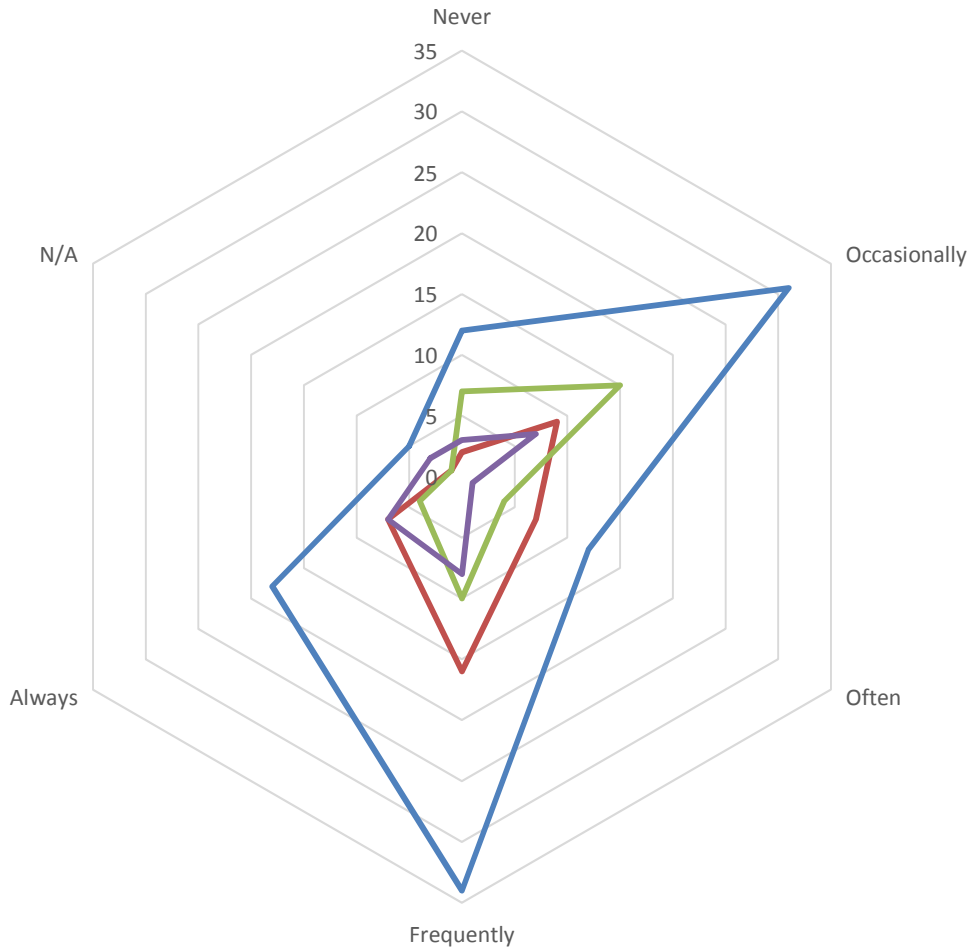
Table A-16: SQ#18

How often does your organization's administration consider input from your union prior to implementing any new policies or changes to the organization?

All (112 Total)　　Small Group (42 Total)
Medium Group (41 Total)　　Large Group (29 Total)

VITA

Earl P. Borden Jr.

Candidate for the Degree of

Master of Political Science

Thesis: UNDERSTANDING AND UTILIZING ADMINISTRATIVE VERSUS UNION PRIORITIES TO IMPROVE THE ORGANIZATION

Major Field: Fire and Emergency Management Administration

Biographical:

Education:

Completed the requirements for the Master of Political Science in Fire and Emergency Management Administration at Oklahoma State University, Stillwater, Oklahoma in December 2019.

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Experience:

St. Bernard Parish Fire Department, St. Bernard Parish, LA 2004 - Present
Currently serve as rank of Assistant Chief.
Served 3 Years as Training Division Supervisor
Served 12 Years in Suppression as Ranks of Fire Fighter, Engineer, Captain.

Professional Memberships:

Member, IAFF (International Association of Fire Fighters): 2005 – Present
Member, Professional Firefighters Association of Louisiana: 2005 – Present
Member, St. Bernard Parish Professional Fire Fighters Local 1468:
2005 – Present (Executive Board 2006 – 2015) (Vice-President 2015 – 2018)
Member, ISFSI (International Society of Fire Service Instructors): 2015-Present
Member, IAFC (International Association of Fire Chiefs): 2018-Present
Member, LFCA (Louisiana Fire Chiefs Association): 2018-Present