DUAL COMMITMENT TO COMPANY AND UNION

IN KOREA - A STUDY OF TWO TEXTILE

FIRMS AND THEIR LABOR UNIONS
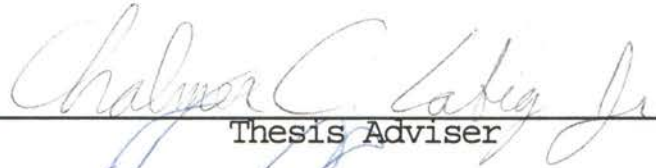
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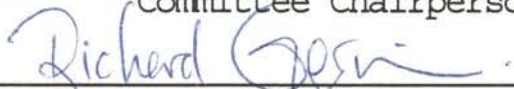University of Wisconsin-stout
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CHAPTER I

INTRODUCTION

Background for the Study

The days of docile and cheap Korean labor are rapidly becoming a fading memory as Korean workers are demanding higher wages and union representation. Economic growth and political democratization have greatly enhanced the workers' power and the prospect for economic democracy in South Korea. The workers' wages and material rewards as well as their right to organize into autonomous unions are reflections of worker power and economic democracy.

In the past three decades Korea's economic strategy has been to take advantage of low labor costs to capture international markets, selling relatively low quality goods at low prices. In order to keep industrial wages at a low level, the government resorted to certain repressive tactics: before 1987 strikes were illegal, and when a strike did break out, the government intervened to suppress it. In 1987, a massive people's movement for democratization succeeded in establishing a somewhat democratic rule. Unfortunately, the democratization was a double-edged sword for the economy (Yoon, 1991). Korea's current economic depression is not a cyclical, passing phenomenon, but a structural phenomenon

caused by weakening price competitiveness (Yoon, 1991). In order to recapture high economic growth, unions and industry must share the responsibility of seeing that industrial relations function smoothly (Bognanno, 1988).

Given the recent calls for cooperation between unions and industry in the form of integrative bargaining (Korea Labor Institute, 1990), dual commitment is a topic of increased importance in Korea. The commitment of employees to both the company and to the union may serve to facilitate the cooperation.

The nature of the relationship between unions and companies has traditionally and universally been categorized as an adversarial one, with basic conflicts of interests between management's concern for maximizing profit and union's concern for increasing member benefits. Commitment to the union was assumed to preclude commitment to the company and vice versa (Dean, 1954). However, in contrast to the competing allegiance expectation, commitment or allegiance to the union was found to coincide with commitment to the company (Dean, 1954; Purcell, 1954; Stagner, 1954; Derber, Chalmers & Edelman, 1965). For instance, Purcell (1954) found that 73 percent of the employees showed positive attitudes towards both the union and the company within a sample of 192 union members at a single plant, while only 11 percent held negative or neutral attitudes towards both. Employees' significant positive attitudes towards both the union and the company were

also found by Dean (1954) and Stagner (1954). The consistent outcomes of this early research led to the generally accepted conclusion that dual commitment is "the most thoroughly demonstrated proposition that we have had in human relations in industry" (Whyte, 1969) even though more recent studies of the relationship between organizational commitment and union commitment cast some doubt on the previously accepted extent of dual commitment (Stevens, Beyer & Trice, 1978; Martin, 1978; Schriesheim & Tsui, 1980).

Statement of the Problem

This study is concerned with identifying the construct validity of measures for dual commitment to the union and company. The generalization of dual commitment measures is assessed using samples from Korea.

Purpose of the Study

The purposes of this study are fourfold. First, the predetermined construct is defined. Second, the latent variables are selected. Third, the development of a questionnaire is done on the basis of the dimensions of commitment. Fourth, the questionnaire is used to validate the measures in an attempt to identify the measures as valid measures of dual commitment. In addition, this study focuses on determining the differences in employees' commitments to

both employer and union between companies that have had labor disputes (i.e. strikes) and those without such disputes during the period of labor turmoil in the past five years.

Need for the Study

Numerous studies have attempted to identify the dimensions of commitment to both company and union (Gordon et al., 1980; Fullagar & Barling, 1987; Thacker & Fields, 1989; Ladd et al., 1982; Ferris & Aranya, 1983). However, they usually attempt to determine the dimensionality of commitment empirically without suggesting theoretical perspectives. Many researchers have not explained their rationale for selection of specific variables in their studies (Beauvais, Scholl & Cooper, 1991; Magenau, Martin & Perterson, 1988; Conlon & Gallagher, 1987). For instance, most demographic variables are included without providing understandable theoretical base.

Many psychologists suggest that the dimensions of commitment should be on the basis of construct validity aspects (Gordon et al., 1980). The effort to clarify those issues related to construct validity can help minimize the management's misunderstanding or misconceptualizing of employees' dual commitments to the company and union.

If dual commitment to both company and union is common, management needs not fear allegiance to union. On the other hand, if union commitment means low company commitment, then

on the basic assumption underlying the adversarial nature of labor-management relationships, management needs to minimize the employees' allegiance to union.

Scope of the Study

The scope of this study is limited to two large textile companies in South Korea. One has had several labor disputes (i.e., strikes) since ex-president Roh, Tae Woo's June 29th declaration in 1987 which granted workers' rights to form autonomous unions, and to engage in collective bargaining and strike (Park, 1987). The other has experienced no disputes and has been relatively successful in maintaining cooperative industrial relations since mid-1987.

Limitations of the Study

This study has the following three limitations:

1. Most obviously, it uses self-report measures and may, therefore, be subject to respondent bias. Respondents report their perceptions of conditions and these perceptions are subject to various distortions (e.g., cognitive dissonance, memory). In addition, since the respondents are instructed to complete questionnaires at home, there is no way to control for the amount of time available to complete the survey. Some respondents may have numerous interruptions when completing the questionnaires resulting in less than accurate responses.

2. The generalization of dual commitment measures across South Korea is assessed using samples from only two companies.

3. Concepts related to commitment as well as dual commitment may be only relevant to USA since major concepts and theories used in this study have been developed in American context.

CHAPTER II

REVIEW OF RELATED LITERATURE

Theoretical Perspective for the Study

Theoretical Framework Related with Commitment

Commitment has been extensively and variably defined, measured, and studied by past as well as present scholars. However, it continues to draw criticism for a lack of common theoretical base and for concept redundancy (Morrow, 1983). The term "commitment" has been used, for example, to describe such diverse phenomena as a state of being in which an individual becomes bound by his actions (Salancik, 1977), the willingness of social actors to give their energy and loyalty to social systems (Kanter, 1968), an awareness of the impossibility of choosing a different social identity or of rejecting a particular expectation, under force of penalty (Stebbins, 1970), or an affective attachment to an organization apart from the purely instrumental worth of the relationship (Buchanan, 1974).

Mowday, Porter and Steers (1982), and Stevens, Beyer and Trice (1978) explain commitment with exchange theory. Exchange theory views commitment as an outcome of inducement/contribution transactions between the organization

and member, with an explicit emphasis on the instrumentalities of membership as the primary determinant of the member's accrual of advantage or disadvantage in the ongoing process of exchange. The basic logic of exchange theory can be expressed in the term "psychological contract" (Jeong, 1990). The psychological contract is an implicit agreement in which many obligations and rights remain unspecified, in contrast to an ordinary legal contract which has an explicit set of obligations and rights (Angle & Perry, 1983).

Another relevant aspect of exchange theory in explaining commitment is the mechanism of reciprocation, which is based on the norm of reciprocity. According to this concept, employees bring certain expectations to the company with them and they exert effort on behalf of the company in return for met expectations (March & Simon, 1958; Hrebiniak & Alutto, 1972) and/or equitable treatment by the company (Gouldner, 1960; Angle & Perry, 1983).

A number of early researchers discussed commitment in terms of exchange logic; Becker's (1960) side-bet theory of organizational commitment is one such approach. Stevens, Beyer and Trice (1978), for example, have pointed out, the logic of exchange theory is consistent with Becker's side-bet theory. Attachments to the organization are influenced strongly by "side bets," accrued extrinsic benefits that would be lost if membership was terminated. According to Becker (1960) individuals invest in organizations (i.e., places a

side-bet) by staking something they value in them. The greater the side-bets at stake, the greater the commitment. Commitment, then, is regarded as primarily a function of accrued investments. For instance, the longer individuals stay with an organization, the older they become, the more accrued pension benefits they have, the less their interorganizational mobility, and so forth, all of which make them less likely to leave the organization (Alutto, Hrebiniak & Alonso, 1973).

Several researchers such as Ritzer and Trice (1969, 1970), and Meyer and Allen (1984) have, however, challenged Becker's (1960) theory as to its reliance only on an economic rationale underlying commitment. It is believed by these investigators that there is also an increase in affective as well as continuance commitment the longer an employee stays with an employing organization.

Another commonly accepted explanation of commitment is role conflict theory. Most organizations are usually made up of many sub-organizations within which individuals have multiple roles. Simultaneous occurrence of multiple roles tend to increase the feeling of role conflict within individuals, especially when the roles have very different characteristics and demands (Katz & Kahn, 1966). In unionized companies, for instance, employees who are union members inevitably have multiple roles because they belong to two different but partially overlapping organizations at the same

time, and also because the goals and strategies of the two organizations are quite different and sometimes conflicting (Angle & Perry, 1986; Rizzo, House & Lirtzman, 1970).

According to Katz and Kahn's (1966), transition from role conflict to role congruence within individuals involves a continuing cyclical process that socializes the individuals into their organizational roles, sets standards for their behavior, and provides corrective feedback. Based on role conflict theory, the degree of congruence among individuals' roles can affect the level of individuals' commitment to their organization. The more (less) congruent individuals' perceived roles are with expected roles, the more (less) individuals will be committed to the organization. Given the fact that individuals may belong to more than one organization at the same time, and/or most organizations consist of multiple sub-organizations, role conflict theory can explain individuals' commitment to a single organization as well as multiple commitment to two or more organizations (Jeong, 1990). Individuals who have multiple roles tend to experience more role conflict, especially when the multiple roles have different goals and demands (Katz & Kahn, 1966).

Company Commitment and Union Commitment

The study of company or organizational commitment has received a great deal of attention in the organizational behavior literature as an attitudinal part of the employee

attitude-behavior relationship (Mowday, Steers & Porter, 1979; Zamutto, London & Rowland, 1979; Angle & Perry, 1981; Fukami & Larson, 1984). Fairly consistent evidence suggests that organizational commitment is closely related to such important behavioral outcomes as employee turnover, absenteeism, and job satisfaction (Mowday, Steers & Porter, 1982; Meyer & Allen, 1984; Koch & Steers, 1978).

The study of commitment to the unions is important as well. Unions play an important role in labor-management relationships (Gordon et al., 1980) and the ability of unions to accomplish their goals heavily relies on union members' loyalty (Stagner, 1956). Employee commitment to unions is related to willingness to voluntarily perform services (Gordon et al., 1980), support for union (Newton & Shore, 1990), and favorable perceptions towards union decision making (Magenau, Martin & Peterson, 1988). Beyond question, both labor and management can benefit from the employees' commitment to their respective organizations.

Much of the theory connected with union commitment has been derived from theory related to commitment to employing organizations, i.e., company commitment. Mowday et al. (1982) note that organizational commitment research has focused primarily on two definitional categories: commitment of a behavioral nature which was the theme of Becker's (1960) study, and commitment of an attitudinal nature (Buchanan, 1974; Mowday, Steers & Porter, 1979). The attitudinal

commitment is posited as one of an individual's psychological attachment to the organization apart from its instrumental worth (Buchanan, 1974). Essentially the difference between the two dimensions of commitment is that if individuals are attitudinally committed to the organization, they want to be there, and if individuals are behaviorally committed to the organization, they perceive they need to be there given alternative courses of action (Meyer et al., 1989).

The difference between attitudinal and behavioral commitment results in individuals having different object of commitment and diverse orientations toward the organizations for which they work. For attitudinal commitment, an internalization of beliefs, values, etc. takes place associated with prosocial behavior (O'Reilly & Chatman, 1986); behavior which goes beyond what is expected. Behavioral commitment, by contrast, is connected with continuance with the organization based on an exchange relationship. Employees perceive leaving to be costly. or at least more costly than staying. In some cases, employees' perceptions may be so limited that they actually believe they have no choice but to remain with the organization.

The organizational behavior theory of commitment has emphasized the influence of attitudes on behavior, whereas the social psychological theory has emphasized the influence of committing behavior on attitudes. Staw (1980) argued that the question of which dimension is superior is not an issue;

rather the concept of commitment is clarified by viewing these two dimensions as interrelated. In agreement with this position, Mowday, Steers, and Porter (1982) stated that it is important to recognize that commitment may be developed through a "subtle interplay of attitudes and behaviors over time."

There is, however, little agreement among researchers on how best to conceptualize and measure organizational commitment (Morris & Sherman, 1981). Steers (1977) defines organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization. Porter et al. (1974) and Buchanan (1974), building on exchange theory, suggest that organizational commitment can be defined as a construct which has at least three primary factors: (1) willingness to exert high levels of effort on behalf of the organization; (2) strong desire to stay with the organization or degree of belongingness or loyalty to the organization; and (3) acceptance of major goals and values of the organization. In other words, an employee who is highly committed to an organization intends to stay with it and to work hard towards its goals. The components of organizational (company) commitment is shown in Figure 1 below.

Figure 1.

Summary of Components of Company Commitment

Company Commitment
```
_____|_____
Attitude                              Behavioral Intention
_____                         |
Beliefs          Loyalty          Willingness to work for
  or               or             the company
Acceptance of    Belongingness
goals & values
```
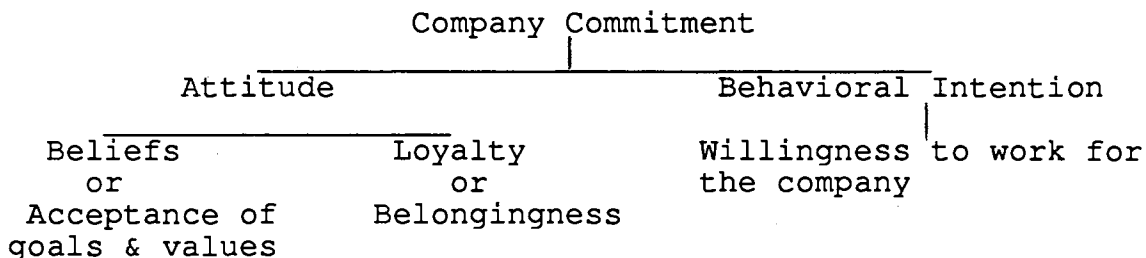
Definitions of union commitment closely parallel the definitions of company commitment noted and summarized above. In a review of union commitment literature, factor analysis of the union commitment scale (Gordon et al., 1980) revealed three primary factors: (1) loyalty to the union and desire to maintain membership; (2) a feeling of responsibility to the union and willingness to exert strong effort on behalf of the union; and (3) a belief in and acceptance of values and goals of the union, as shown in Figure 2. A second approach, based initially upon the work of Becker (1960), proposes a more calculative instrumental construct whereby commitment reflects agreement to a contract or an effort-reward bargain.

Figure 2.

Summary of Components of Union Commitment

Union Commitment
```
_____|_____
Attitude                              Behavioral Intention
         |                                     |
_____              _____
Beliefs        Loyalty        Willingness      Reponsibility
  or             or           to work for      to the union
Acceptance   Belongingness    union
of values
& goals
```
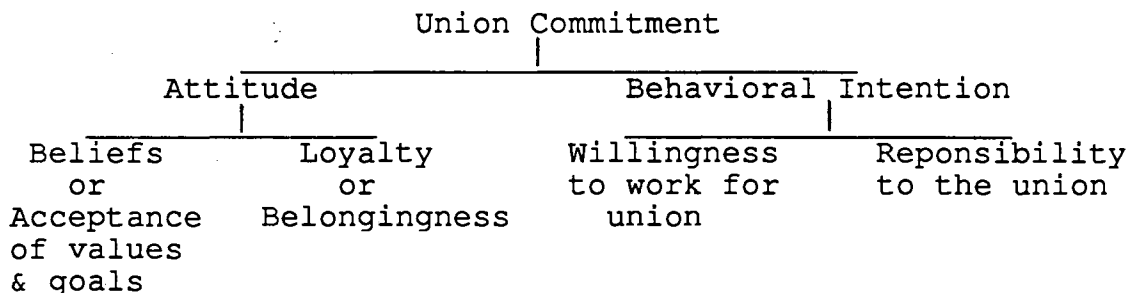
Definition and Construct of Dual Commitment

Multiple commitment received wide attention during the 1950s and early 1960s. Since then, multiple commitment to employer and union has been studied under the name of "dual commitment" or "dual allegiance" (Dean, 1954; Purcell, 1954; Stagner, 1954; Gallagher, 1984; Angle & Perry, 1986, Magenau, Martin & Peterson, 1988; Sherer & Morishima, 1989).

Webster's dictionary (1973) defines a dual commitment as "the phenomenon that occurs when individuals possess positive attitudes towards two groups (or social systems) which may make competing demands on the individuals". As Gordon and Ladd (1990) note, there has been no consensus or theory-based model regarding the antecedents of dual commitment, while the dual commitment of employees to the employing organization and union has been the subject of much research. At the heart of a number of methodological problems related with dual commitment studies is the failure of researchers to clearly conceptualize dual commitment.

A review of the literature by Gordon and Ladd (1990) reveals that dual commitment has been described as: (1) employees who feel highly loyal to their employers also usually feel highly loyal to the unions that represent them (Schriesheim & Tsui, 1980); (2) the relationship between employee attitudes towards their company and towards their union (England, 1960); and (3) under normal union-management relationships, employees who have positive attitudes towards

their union will also have positive attitudes towards their employer (Martin, 1981). From these descriptions it is evident that dual commitment may be a characteristic of workers (i.e., those who are highly loyal to both company and union), a relationship between two variables (i.e., attitudes towards company and union), or a situationally dependent phenomenon (i.e., manifest only "under normal union-management relations") (Gordon & Ladd, 1990).

One of critical issues in the study of dual commitment, in fact, is whether dual commitment is merely an epiphenomenon that is accessory to more fundamental behavioral phenomena or an independent construct (Gordon & Ladd, 1990). The dictionary definition of construct is "an idea or perception resulting from the orderly arrangement of facts, impressions, etc. (Webster, 1968)." On the basis of this definition of the construct, dual commitment, which is conceptually defined as an individual's multiple commitments to both organizations, can be treated as a construct (Jeong, 1990).

However, Cronbach and Meehl (1955) defined a construct as (1) "some postulated attribute of people, assumed to be reflected in test performance"; and (2) "in test validation the attribute about which we make statements in interpreting a test." Following these definitions of the construct by Cronbach and Meehl, it is not easy to consider dual commitment as a construct. The issue is related with how to measure individuals' dual commitments to the company and union, and

how to test and interpret their relationships with other characteristics of individuals and both organizations (Jeong, 1990). In the previous studies, dual commitment has not been measured directly using scales (except Angle and Perry's (1986) attempt) and its relationships with other variables have not been tested and interpreted meaningfully.

Juxtaposed against the controversy about the dual commitment construct, some researchers question the adequacy of organizational commitment as a construct (Adkins & Reavlin, 1991). Morrow (1983) criticizes existing conceptualizations of organizational commitment as lacking precision and as containing concept redundancy. Reichers (1985) suggests, in response to this argument, that organizational commitment may be better conceptualized as commitment to the organization's multiple (dual) constituencies rather than as a global construct. The proposal by Reichers includes unions in the set of constituencies (Adkins & Reavlin, 1991).

Measures of Dual Commitment

In order to set aside the controversies surrounding the dual commitment construct and to operationalize the concept of the dual commitment to the company and union, two different types of working definitions of dual commitment are proposed herein. These two approaches, the taxonomic approach and the dimensional approach, are primarily associated with methods for data analysis (Gordon & Ladd, 1990). Both approaches

generally attempt to decide on the dimensionality of commitment empirically without theoretical perspectives regarding the construct.

Taxononomic Approach The taxonomic approach (Purcell, 1954 & 1960; Dean, 1954; Martin, 1981; Gallagher, 1984; Magenau et al., 1988) focuses on the individual as the unit of analysis in that it seeks to classify employees into a priori taxons in terms of company commitment and union commitment by bifurcating both commitments into low and high on the basis of midpoints of separate commitment scales, and then identify other traits that are characteristic of the members of each level. Cohen and Jermier (1989) classified the states of commitment using the cluster analysis technique. Others have classified employees into categories of dual commitment by dichotomizing the sample on company commitment and union commitment, respectively, and using a cross-tabulation (Magenau et al., 1988; Dean, 1954; Purcell, 1954). Gordon and Ladd (1990) further exacerbated the classification problem by suggesting that if dual commitment is an independent construct it should be operationalized as an interaction between company commitment and union commitment and should offer explanatory power above and beyond that of its component constructs.

In addition to numerous problems pertaining to the usual methods of defining taxons as well as the stability of their classification, the working definition of dual commitment under the taxonomic approach is limited to the extent that it

precludes unilaterally committed and dually discommitted groups from consideration (Jeong, 1991). In sum, simply classifying employees reporting high levels of organizational commitment and high levels of union commitment as dually committed has not been without controversy.

Dimensional Approach The dimensional approach (Conlon & Gallagher, 1987; Martin, Magenau & Peterson, 1982; Fukami & Larson, 1984; Angle & Perry, 1986; Thacker & Rosen, 1986; Stagner, 1954; Schriesheim & Tsui, 1980; Gallagher, 1984) to dual commitment is reflected by the existence of a correlation between employees' commitment to their company and commitment to their union. It calculates the correlation coefficient between company commitment scores and union commitment scores. If both commitment measures are highly correlated in the positive direction, it is believed that dual commitment is prevalent. This approach of dual commitment can be examined empirically by looking at the magnitude of the correlation between the two commitment measures.

Unlike the first taxonomic approach, dimensional approach does not preclude any class of employees in a sample from consideration. Potentially different interpretations of observed correlations, however, often require factor analysis of the pool of company commitment and union commitment items as an initial step in any study of dual commitment (Gordon & Ladd, 1990).

Although both of these approaches have contributed to the

study of dual commitment, as Gordon and Ladd (1990) noted, there is still no parsimonious model of dual commitment, and in fact, there are even many unresolved fundamental issues in measuring dual commitment. The dimensions of dual commitment should reflect not only all components of the predetermined construct, but also any meaningful combinations among them, and the selection of latent variables and development of a questionnaire should be done based on the dimensions of commitment. This type of accuracy of measurement is what psychologists essentially call construct validity (Thorndike and Hagen, 1977). Construct validity refers to the degree to which a measurement instrument measures the trait or dimension it is designed to measure (Cook and Campbell, 1979). Schwab (1980) also defines construct validity as representing the correspondence between a construct (conceptual definition of a variable) and the operational procedure to measure or manipulate that construct. From this definition it is acceptable to think of construct validity as representing the correlation coefficient between the construct and the measure.

The main danger of defining construct validity in correlational terms is that it may be interpreted as suggesting that the construct is real in some operational way and that some real measure of it is obtainable. Such an interpretation would be incorrect. As Nunnaly (1967) stated, "the problem of regarding the construct as real is not that of searching for a needle in the haystack, but that of searching

for a needle that is not in the haystack." It is imperative
that the conceptual nature of the construct be kept in mind:
the construct is nothing more or less than our mental
definition of a variable.

Generally, construct validity is demonstrated through the
correlation of the construct with other variables with which
it should correlate on theoretical grounds, e.g. related
constructs. Based on the researcher's knowledge of the
construct, predictions are made as to how a measure of the
construct should behave in diverse situations. If the measure
behaves in a manner consistent with theory of the construct,
then that is evidence of construct validity (Kuruvilla, 1989).

Direct Measure of Dual Commitment As a way of dealing with
continuing theoretical problems in assessing company
commitment and union commitment, Angle and Perry (1986)
considered an individual's dual commitment as a single
construct and used a six-item measure of employees'
perceptions of role conflict engendered by membership in the
union and company. They believe they developed a direct
measure of dual commitment. The manifest content of the items
of the Angle and Perry measure (1986) addresses the
possibility of being committed to both the union and company
as a consequence of low perceived role conflict.

This direct measure approach, as developed and advocated
by Angle and Perry (1986), uses a single scale to measure dual
commitment, or calculates composite scores from separate

measures of commitments to the company and union by adding or multiplying company commitment measure and union commitment measure (Martin et al., 1982; Gallagher, 1988). Even though this third approach contributes to a better understanding of dual commitment by proposing the possibility of measuring dual commitment directly, the controversy related with the construct and dimensions of dual commitment is still unsolved (i.e., controversy about dual commitment as a construct in itself).

In a study of employees at 28 municipal bus companies, Angle and Perry (1986) also stated the issue of a potential bias presented in previous research when identifying the existence of dual commitment. Specifically, they claim that combining the scores from company and union commitment scales could result in a positive response bias which leads to more individuals being identified as possessing dual commitment than there really are. In conclusion, they suggest the usage of a separate dual commitment scale to minimize the potential bias.

Variables of Company and Union Commitment

While earlier studies have focused on whether individuals could be dually committed to both their employing organization and their union (Dean, 1954; Stagner, 1954; Purcell, 1960), there has been a substantial increase in efforts since the 1980s to investigate individual correlates and situational

factors related to both organizational and union commitment (Gallagher, 1984; Angle & Perry, 1986; Martin, Magenau & Peterson, 1982; Fukami & Larson, 1984; Martin, 1981). This research draws heavily on empirical and theoretical developments in the study of organizational commitment (Mowday, Steers & Porter, 1979; Porter et al., 1974; Porter, Crampon & Smith, 1976) and has led to the development of parallel measures and models of both organizational and union commitment (Conlon & Gallagher, 1987). Generally, this research concludes that in established union-management relationships, dual commitment to both parties is a widely accepted phenomenon rather than the exception. An analysis by Schriesheim and Tsui (1980), however, and a more recent review by Fukami and Larson (1984) concludes that although dual commitment may characterize some employees in some organizations, it does not characterize all individuals in all organizations (Martin, Magenau & Peterson, 1986).

The general basis of the conceptual framework used for understanding commitment is provided by Mowday, Porter and Steers (1982), who grouped the antecedents of commitment into four broad categories: (1) personal characteristics; (2) role-related characteristics; (3) work experiences; and (4) structural characteristics. Yet, there is little parsimony as to which factors are related with individual unilateral commitment and with dual commitment as an independent construct (Martin, Magenau & Peterson, 1986). Many

researchers do not explain on what grounds they come to choose specific variables in their studies. For instance, most personal (demographic) variables are often included without explaining adequate theoretical rationale (Martin et al., 1986; Fukami & Larson, 1984; Brief & Aldag, 1977). Even though providing theoretical background for selecting possible predictors may rely on purpose or strategy of doing research, it is desirable to address a theoretical background for selection of predicted variables. Failure to provide acceptable theoretical bases when selecting predictor variables may result in specification error which is one of the most common problems in behavioral science studies (Jeong, 1990).

In attempting to define the variables of both company and union commitment of employees (Dean, 1954; Angle & Perry, 1986; Adkins & Reavlin, 1991), the present study concentrates on four broad areas: (1) demographic characteristics including age, gender, education level, marital status, number of children, income, company and job tenure, and union membership tenure; (2) Job (company) related characteristics including job satisfaction and intention to quit company; (3) union related characteristics including union satisfaction, intention to quit union, and perceived general union attitude; and (4) the labor-management relationship climate.

Demographic Characteristics Demographic characteristics describing personal variables have been found related to

company commitment (Mowday, Porter & Steers, 1982) and union

commitment (Fukami & Larson, 1984; Gordon et al., 1980).

Based on prior research, age (Angle & Perry, 1983; Steers,

1977; Fukami & Larson, 1984), being married (Martin, Magenau

& Peterson, 1986; Brief & Aldag, 1977), number of children

(Martin et al., 1986; Brief & Aldag, 1977), income/wage

(Sherer & Morishima, 1989), company and job tenure (Cohen &

Jermier, 1989; Barling et al., 1990; Morris & Sherman, 1981),

and union tenure (Fukami & Larson, 1984; Sherer & Morishima,

1989; Hrebiniak, 1974) are hypothesized to relate positively

to both company and union.

Given a high degree of correlation between age and

tenure, theoretical rationale for the hypothesized

relationship of age and tenure (including company tenure, job

tenure and union tenure) to company and/or union commitment,

as March and Simon noted (1958), derives from the fact that as

age and/or organizational (job) tenure increase, employee's

investments in the organization increase and socialization

becomes more complete; individual tends to have greater

perceived attractiveness toward the current organization or

job. This causes higher psychological attachment, a result of

more limited opportunities for alternative employment or job.

The relationships of age and company (job) tenure to

company commitment can be explained on the basis of Becker's

side-bet theory (1960). Older employees with longer

organizational (job) tenure are more likely to be committed to

the company since they might have greater investments or larger number of side-bets in their current employing organization (job). They do not want to take chance of losing benefits by changing employing organizations. Sherer and Morishima (1989) state that employees earn rewards in their continued contribution to their company, and age and company (job) tenure serve as proxies for these gains.

Similarly, older union members with longer membership tenure are predicted to be more committed to their union since unions tend to provide more benefits including layoff protection, promotion, and longer vacation for older members than for junior workers through collective bargaining (Freeman & Medoff, 1984). These benefits become greater as union membership tenure becomes longer, even though unions may not provide as much direct benefit to older members as companies do to older employees.

Marital status and number of children are less frequently used in commitment research in comparison with other demographic variables. Marriage and children increase individual's responsibilities and, therefore, make individual less willing to lose his investments in the employing organization. Based on Becker's side-bet theory, it is posited that being married and number of children are expected to be positively relative with both company and union commitment (Magenau & Martin, 1985; Martin et al., 1986). Married employees and/or employees with children take their

spouse and/or children into considerations when making important decisions, such as quitting or changing the companies. Therefore, being married and having children may become side bets which may influence employees to continue their employment with the present organization. Some managers or employers believe that married employees are more committed and responsible than unmarried employees (Martin, Magenau & Peterson, 1986) because married ones may be financially more dependent on the employing organization.

The present study also hypothesizes that high job income (salary) is positively related with both company commitment (Angle & Perry, 1983; Sherer & Morishima, 1989) and union commitment (Sherer & Morishima, 1989; Fukami & Larson, 1984). This hypothesis is based on Becker's theory that those with a higher wage have more to lose and therefore, would be less likely to leave their organizations and more likely to be committed to their organizations. Exchange theory also explains the positive relationship between high wage and both types of commitments. Higher wages indicate larger returns on investments and needs gratification, and this then leads to more committed employees. It is a common fact that in an unionized company, wages are the most important issue for collective bargaining, suggesting a relationship between wage and union commitment (Korea Labor Institute, 1990). But there are no consistently observed relationships between wage and union commitment (Kennedy, 1970; Martin et al., 1986).

Unionism is, as Farber and Saks (1980) note, a positive income elastic good, such that it is more valued by those employees who have more rather than less money (Sherer & Morishima, 1989).

Education level is hypothesized to be inversely related to both forms of commitment (Angle & Perry, 1981; Martin et al., 1986; Fukami & Larson, 1984; Morris & Steers, 1980). The negative relationship between educational level and commitment can be argued based on side-bet and role conflict theory. According to Becker's side-bet theory, less educated employees have fewer alternative employment opportunities outside the current organization. Therefore, they must make the greater number of side-bets in the organization employing them, and be more committed to their current organization.

Also, role conflict theory can be applied to support this hypothesis. Given that organizations may not be able to gratify the greater expectations of more educated employees, and hence employees' expectations concerning the organization may be different from their actual experiences, more educated employees may be differently or inversely committed to the organization.

Males are hypothesized to be more committed to the company than females in this study (Sherer & Morishima, 1989). However, gender has been found to have a relatively inconsistent relationship with commitment (Angle & Perry, 1981; Hrebiniak & Alutto, 1972). The relationship between

gender and company commitment can be explained on the basis of Becker's side-bets theory (1960). Men tend to make more efforts to attain their current positions and to advance in the companies in response to greater expectations and responsibilities. This may be more typical in oriental society. Men usually receive greater monetary returns on their investments in organizations because of longer working period of time and higher job position. Men are, as Angle and Perry (1983) and Hrebiniak and Alutto (1972) found, more committed to a company than women are.

On the other hand, females are hypothesized to be more committed to the union than males. The relationship between gender and union commitment is argued in connection with exchange theory (Mowday et al., 1982). The widely accepted hypothesis is that women think there is more to be gained from being a union member than men do since women are in a weaker position in terms of employment conditions including wages and promotions. As Freeman and Medoff (1984) note, this is the case as the union wage effect, for instance, is greater for women than for men (Sherer & Morishima, 1989).

Based on previous studies, while demographic characteristics of employees have been somewhat associated with company commitment, there is much less evidence of a relationship between demographic characteristics and union commitment (Adkins & Reavlin, 1991). For instance, both age (Fukami & Larson, 1984) and company (job) tenure (Martin et

al., 1986; Cohen & Jermier, 1989; Fukami & Larson, 1984) have commonly been related with company commitment but not with commitment to the union. The present study, however, predicts that age and tenure (including company tenure, job tenure and union tenure) are positively associated with company and union commitment.

Job (company) Related Characteristics   Job satisfaction and job quitting intention are the job related characteristics in this study.   The relationships of these two variables to company commitment may be explained by the exchange and/or role conflict theory.   Schriesheim and Tsui (1980), Conlon and Gallagher (1987), Barling et al. (1990), and Sherer and Morishima (1989) found employees with greater job satisfaction to be more committed to the company than employees with lower job satisfaction.   According to exchange theory, employees with higher job satisfaction return their commitment to the organization in reciprocation for equitable treatment of the individual by the organization.

Similarly, Cohen and Jermier (1989) found employees with low job satisfaction to be more committed to the union. Sherer and Morishima (1989) also found unique facets of job dissatisfaction, such as supervisor dissatisfaction, related to union commitment.   Thus, job satisfaction appears to be positively associated with company commitment and negatively associated with union commitment.

The second job related variable in the present study is

intention to quit. Job quitting intention is predicted to be negatively related with company commitment. Ritzer and Trice (1969) note that "highly committed individuals are not likely to have been mobile." Mowday, Porter and Steers (1982) also state that "the strongest or most predictable behavioral outcome of employee commitment should be reduced turnover." In an extensive literature review of the employee turnover process, Mobley et al. (1979) conclude an inverse relationship between turnover and company commitment. The more accrued benefits, the more committed to the organization, and so forth, all of which make the individual less likely to leave the organization (Alutto et al., 1973).

Union Related Characteristics Union satisfaction, union quitting intention, and general union attitude are in the present study. These variables are mostly concerned with the union, and hence seldom used in the studies of company commitment.

The relationship between union satisfaction and union commitment has been hypothesized to be positive (Mcshane, 1985). The theoretical rationale for the relationship of union satisfaction to union commitment is very similar to that of job satisfaction and company satisfaction. Based upon exchange theory, commitment patterns, as Magenau et al. (1988) note, rely on how satisfied individuals are with specific exchanges with each organization such as an union. In this respect, dual commitment may occur if exchanges with

both union and company are satisfactory, whereas unilateral commitment may exist if individuals are more strongly involved with one than the other (Stagner & Rosen, 1965).

Using similar logic applied to intention to quit a job, union quitting intention is hypothesized to be negatively related with union commitment. That is, highly committed employees by definition are desirous of remaining with the organization and working towards organizational goals and should hence be less likely to leave (Mowday et al., 1982). Additionally, Conlon and Gallagher (1987) found that employees who left the union but remained in the organization have lower commitment to the organization than both union members and non-union members.

The third union-related variable examined in this study is general union attitude. Despite its increasing importance in many areas of industrial relations research (Mcshane, 1986), this variable has rarely been included in previous studies. Not surprisingly, employees' positive general attitude towards unions are deeply involved with union commitment (Gordon et al., 1980). The rationale for the relationship of this variable to union commitment is explained as employees having a favorable attitude and belief towards an union leads to an increase in the union commitment.

Labor-Management Relationship Climate A promising line of study proposes that dual commitment is a function of the climate of labor-management relations (Angle & Perry, 1986;

Heider, 1958; Dean, 1954). In developing their model, Angle and Perry (1986) depended heavily on theoretical basis of cognitive consistency. According to cognitive consistency theory, it is difficult to have simultaneous commitments to both company and union that are in conflict with one another (Kiesler, 1971). Accordingly, dual commitment is possible when industrial relationships between company and union are favorable, but the emergence of strong conflict tends to push employees towards unilateral commitment to one side or the other (Angle & Perry, 1986). On the other hand, in situations where relative cooperation and peace exist between the company and union, dual commitment would flourish, even among employees who are deeply involved in one of the organizations (Magenau et al., 1988). Angle and Perry (1986) report that the labor-management relationship climate is positively correlated with dual commitment. Furthermore, a negative labor-management relationship climate is related with unilateral commitment (Cohen & Jermier, 1989). The climate of the union-management relations is an important determinant of both company and union commitment (Angle & Perry, 1986). Dual commitment is thought to come about in part from employees giving credit to both management and union whenever the relations between the two are good (Dean, 1954).

Tables 1 and 2 summarize the hypotheses developed on the previous pages. For each predictor variable, Table 1 presents the expected directionality of the relationships with company

<u>commitment</u> and the theoretical justification in the form of which theory underlies the expectation. Table 2 presents the same information except it concerns <u>union commitment</u>.

Table 1

Hypotheses Between Company Commitment Variables
and Independent Variables

Independent Variables	Hypotheses	Theoretical Justification
1. Demographic Characteristics		
age (AGE)	+	S
gender (GENDER)		
{female=0, male=1}	+	S
educational level (EDUCATION)	–	S & R
marital status (MARITAL)		
{single & divorced=0, married=1}	+	S
number of children (NCHILD)	+	S
income level (SALARY)	+	E & S
company tenure (CTENURE)	+	S
job tenure (JTENURE)	+	S
union membership tenure (CUNION)	+	S
2. Job Related Characteristics		
job satisfaction (JS)	+	E
intention to quit job (IQC)	–	E & R
3. Union Related Characteristics		
union satisfaction (US)	–	E
intention to quit union (IQU)	–	E & R
4. Labor-Management Relationship Climate (LM)	+	R

E: Exchange theory
S: Side-bet theory
R: Role conflict theory

Table 2

Hypotheses Between Union Commitment   Variables
and Independent Variables

Independent Variables	Hypotheses	Theoretical Justification
1. Demographic Characteristics		
age (AGE)	+	S
gender (GENDER)		
{female=0, male=1}	−	E
educational level (EDUCATION)	−	S & R
marital status (MARITAL)		
{single & divorced=0, married=1}	+	S
number of children (NCHILD)	+	S
income level (SALARY)	+	E & S
union membership tenure (CUNION)	+	S
company tenure (CTENURE)	+	S
job tenure (JTENURE)	+	S
2. Job Related Characteristics		
job satisfaction (JS)	−	E
intention to quit job (IQC)	−	E & R
3. Union Related Characteristics		
union satisfaction (US)	+	E
intention to quit union (IQU)	−	E & R
perceived general union		
attitude (GU)	+	
4. Labor-Management Relationship	+	R
Climate (LM)		

E: Exchange theory
S: Side-bet theory
R: Role conflict theory

Review of Previous Studies on Commitment in Korea

Given the extremely limited research on commitment and dual commitment in Korea, the purpose of this section is to attempt to summarize the current state of knowledge and to supply background information regarding commitment and dual commitment in Korea.

Comparison of Commitment in USA, Japan and Korea

Previous research that has examined the correlates of organizational commitment in non-Western countries has not, to date, directly addressed the contention that levels of organizational commitment in these countries are higher than in the United States. Luthans et al. (1985) examined organizational commitment in America, Japan, and Korea to compare levels of organizational commitment among employees of these countries by means of a self-report measure of organizational commitment rather than by inference from other indicators of commitment. In this study, they also investigated the relationship between organizational commitment and two predictors, age and tenure, for the three countries.

Subjects were asked to complete appropriate translations of the widely used 15-item version of the Organizational Commitment Questionnaire (OCQ). Completed questionnaires were obtained from 1181 American employees, 176 Japanese employees,

and 302 Korean employees. The results of this study suggest that Japanese and Korean employees, who showed no difference in levels of organizational commitment, are both less organizationally committed than American employees. Since country by itself accounted for only seven percent of the variance, the difference found between the USA and the two Asian countries may be of little practical significance, but their finding certainly does not support the widespread beliefs that Japanese employees are more committed to the employing organizations than are their U.S. counterparts and the life-time commitment concept in Japanese management practices leads to the lower turnover rate in Japan.

This finding is particularly surprising in view of the fact that a greater percentage of the Japanese and Korean subjects were supervisory employees who might, because of their higher level, be expected to be more committed to their organizations than nonsupervisory employees. Also, a significant percentage of the Japanese and Korean employees were from large companies where lifetime employment contracts are likely to exist. Therefore, it would seem to be premature to attribute the productivity gap between the USA and strong competitors like Japan and Korea merely to American employees' lack of commitment to the employing organizations (Luthans et al.,1985). However, the results of factor analysis used in their study need further interpretation because of the fact that while the OCQ, as is appropriate, measured just one

factor in the U.S. and Japanese samples, it measured two factors in Korean sample.

Their regression analysis verified the positive relationships of organizational commitment with age and tenure, a finding consistent with a number of previous studies (Koch & Steers, 1978; Marsh & Mannari, 1977). In addition, and importantly, this study found that the positive relationships hold across countries as well.

In sum, their findings show the generalizability of two predictors of organizational commitment among employees in the three countries and are consistent with Marsh and Mannari's (1977) conclusion that organizational commitment is based more on universal than on culture-specific norms and values.

Dual and Union Commitment in Korea

Prior to June 29, 1987, when political reform was declared, the subject of industrial relations including union and dual commitment had not been rigorously studied and debated in public because of its sensitive nature with basic conflicts of interests between management's concern for maximizing profit and union's concern for increasing member benefits. Moreover, since labor-management relations in Korea are relatively immature, so are the research efforts. Most researchers tend to deal with the subject in a general manner. A couple of these studied are summarized in the following.

The purpose of the study done by Kim (1988) was to

investigate the degree of the dual commitment of Korean union members who are employed with a private electronics firms and to identify predictors of an individual's commitment to both company and union. The concept of the company commitment, union commitment, and dual commitment was reviewed based on the studies by Porter et al.(1974), Gordon et al. (1980), and Angle & Perry (1986). Dual commitment was measured by calculating the correlation coefficient between company commitment scores using OCQ (Porter et al., 1974) and union commitment scores using the abbreviated union commitment scale (Gordon et al., 1980). Completed questionnaires were obtained from 209 employees.

Findings of the study include: (1) the strong predictors of both organizational commitment and union commitment are union tenure and union position; sex and educational level are not significantly related to both commitments; (2) company commitment has a positive correlation with union commitment; (3) a majority of union members (i.e., 81.3 percent) have positive attitudes towards both their company and union; and (4) the positive labor-management relations and union participation are two significant factors affecting the formation of dual commitment.

The conclusion of the study suggested that dual commitment can be highly improved as the union makes a sincere effort to restore credibility from their members in Korea. The employer, on the other hand, has to recognize the positive

functions of an union in order to maintain better labor-management relations. However, this study made selection of independent variables without a clear theoretical background.

Park (1991) studied that the relationship between the leadership style of union leaders and the members' commitment to the union. A representative sample of union members was selected from 15 different unions. Completed self-report questionnaires were obtained from 260 union members. He found: (1) democratic leadership style of union leaders is positively related to union satisfaction, union participation, and communication between union leaders and employees; (2) the communication is highly related with employees' commitment to union, but union satisfaction has no meaningful relationship with commitment to union; and (3) democratic leadership style of union leaders is positively related with union members' commitment to union.

In sum, his results indicate that while leadership style of union leaders is positively related to members' commitment to union and also affects members' union participation and communication level, union satisfaction does not influence the members' commitment to union. It can be interpreted as follows: union commitment of employees may depend on the expressive function of union overall (i.e., perceived general attitude towards union) rather than their satisfaction on union performance in Korea even though union itself is an instrumental association on a voluntary participation basis as

a whole.

Again, these studies appear to be unsatisfactory in terms of quality of work since the theoretical justifications and measures of commitments for their research are not theory-based approach through the extensive literature review. Their interpretation of statistical outcomes seems to be rather subjective. Their overall results, however, showed the generalizability of some predictors and reinforced Marsh and Mannari's (1977) findings that commitment among workers in a non-Western culture is not based on culture-specific factors.

There have been only a few cross-cultural studies on organizational commitment and dual commitment (Luthans et al., 1985; Alvi & Ahmed, 1987; Sekaran & Mowday, 1981). These studies reported similar findings to those obtained from American workers. In the present study, cross-cultural differences between Korea and America are also expected not to play a major role in explaining the results.

CHAPTER III

METHODOLOGY

Sample

The sampling frame consists of nonmanagement employees, union members and nonunion members employed by two large textile manufacturing companies in South Korea. At the time of the survey, the total number of employees was 802 employees for one manufacturer and 445 for the other hereafter designated A and B, respectively. A total of 800 questionnaires were distributed-- 450 to A, and 350 to B. Completed questionnaires were obtained from 291 subjects in A and 219 in B: respective response rates of 64.67% and 62.57%. The survey was administered with the cooperation of the management as well as union leaders at each company.

Demographically, the sample was 72.3% male; 56.5% married; 75.9% high school graduate; and 80.5% union members. A complete summary of the demographic variables is presented in Table 3. Appendix A presents the same material for A and B seperately.

Table 3. Summary of Sample Characteristics

Demographic Variable	Number of Respondents	Percent
Age		
under 20	33	6.5
21-30	241	47.4
31-40	169	33.3
41-50	37	7.3
over 50	28	5.5
Gender		
male	366	72.3
female	140	27.7
Educational Level		
elementary school	20	4.0
middle school	61	12.1
high school	384	75.9
some tech. or jr. college	8	1.6
completed tech. or jr. college	18	3.6
some college work	0	0.0
completed college	14	2.8
some graduate work or more	1	0.2
Marital Status		
married	284	56.5
single	216	42.9
divorced or widowed	3	0.6
Number of Children		
none	213	44.0
1	99	20.5
2	120	24.8
3	35	7.2
4	12	2.5
5	5	1.0
Salary (won)		
below 200,000	0	0.0
200,000-299,999	3	0.6
300,000-399,999	76	15.0
400,000-499,999	92	18.1
500,000-599,999	100	19.7
600,000-699,999	113	22.2
700,000-799,999	55	10.8
800,000 or more	69	13.6
Company Tenure (yr.)		
less than 1	14	2.8
1-less than 3	92	18.1
3-less than 5	125	24.6
5-less than 10	148	29.1
10 or more	130	25.5

Table 3 (continued)

Summary of Sample Characteristics

Demographic Variable	Number of Respondents	Percent
Job Tenure (yr.)		
less than 1	30	5.9
1-less than 3	122	24.0
3-less than 5	136	26.8
5-less than 10	116	22.8
10 or more	104	20.5
Union Status		
union member	405	80.5
nonunion member	98	19.5
Length of Union Membership		
None	90	19.2
less than 1 yr.	36	7.7
1-less than 3 yr.	110	23.5
3-less than 5 yr.	70	15.0
5-less than 10 yr.	98	20.9
10 or more	64	13.7
Length of Union Office		
None	314	68.7
less than 1 yr.	79	17.3
1-less than 3 yr.	47	10.3
3-less than 5 yr.	8	1.8
5-less than 10 yr.	7	1.5
10 or more	2	0.4

Procedure

After the survey was designed in English, it was translated into Korean. The accuracy of the translations was enhanced by following the "back translation" procedure, whereby the translated Korean version was re-translated back into English by a third translator. Two discrepancies with minor potential of miscommunication were identified and corrected.

The Korean version of the survey instrument which

included a cover letter explaining the purpose of the study and requested the cooperation of respondents while guaranteeing the anonymity of their responses, was sent to researcher's family in Korea. One of the family members then gave the questionnaires and a sealed box to the human resource manager of each company. Each questionnaire was 7 pages long and consisted of 88 questions.

The questionnaires were distributed to employees after approval by the human resource manager and union leader. The questionnaires were passed out at the work place, and the employees were instructed to complete them at home on a voluntary participation basis. The completed questionnaires were then deposited and collected in a sealed box provided by researcher.

Since the data obtained through the use of questionnaires were collected and analyzed without providing respondents' names and/or identification numbers, all the information could be held in strict confidence and at no time could it be analyzed on an individual basis.

Measures

Table 4 summarizes how the variables were operationalized on the questionnaire. For each scale, Table 4 presents the number of items, the scale format and the citation from which the scale was derived or adapted. As can be seen in Table 4, company commitment, union commitment and dual commitment, the

dependent variables, are multi-item scales. Each item is a seven-point Likert scale. Endpoints of "strongly disagree" and "strongly agree" were used.

The first five independent variables listed in Table 4 are also multi-item seven-point Likert scales. Endpoints of "strongly disagree" and "strongly agree" were also used for the first three independent variables among them (i.e., general union attitude, intention to quit, and labor-management relations climate). In the case of job satisfaction and union satisfaction, however, endpoints of "very dissatisfied" and "very satisfied" were used.

The remaining independent variables, the demographic variables, were each measured on single item scales. Table 4 provides the number of discrete response categories for each demographic scale.

The questionnaire itself is divided into three sections. The first section consists of measures of company and union commitment, job- and union-related predictors that have been found to correlate with union and company commitment (Fullager & Barling, 1989; Gordon et al.,1980), and labor-management relations climate. A seven-point response format was used (1="strongly disagree", 7="strongly agree").

The second section of the survey instrument consists of measures of job and union satisfaction. The scales also use a seven-point response format (1="very dissatisfied", 7="very satisfied"). The third section consists of measures of

various demographic predictors. These measure age, gender, educational level, marital status, number of children, wage, company and job tenure, and union membership tenure.

Dual commitment is assessed by two different methods: (1) the correlation coefficient between company commitment (using Sherer and Morishima's (1989) 12-item company commitment scale) and union commitment (using their 7-item union commitment scale (1989)); (2) the direct measure of dual commitment using a summed 6 item scale developed by Angle and Perry (1986) plus additional 8 items developed by the author.

In addition, the major concern in terms of structural validity is the choice of a scaling procedure that seems to reflect the manifestation of the phenomenon or trait. Likert-type scaling was chosen because it seems to reflect the dynamic nature of participants' attitudes toward both their company and union. Since participants' commitment to company and union may vary both quantitatively and qualitatively, the construct appears to represent a dynamic rather than a cumulative phenomenon. Likert-type scaling is frequently used in attitude measurement and has advantages such as flexibility, economy, and ease of composition (Alreck and Settle, 1985). Both positively and negatively stated items were included. The survey instrument containing the preliminary versions of measures is shown in Appendix C.

Table 4

Summary of Measures

Variables	No. of Items	Scale Format	Citation
Dependent Variables			
Company Commitment	12	7-P.L.	Sherer & Morishima (1989)
Union Commitment	7	7-P.L.	Sherer & Morishima (1989)
Dual Commitment	14	7-P.L.	Angle & Perry (1986) + *
Independent Variables			
General Union Attitude	8	7-P.L.	McShane (1986)
Intention to Quit Job	3	7-P.L.	Cammann et al. (1979)
Intention to Quit Union	2	7-P.L.	Cammann et al. (1979)
Labor-Management Relations Climate	4	7-P.L.	Rosen et al. (1981)
Job Satisfaction	15	7-P.L.	Hackman & Oldham (1975)
Union Satisfaction	10	7-P.L.	McShane (1985)
Demographics:			
Age	1	5 choices	
Gender	1	2 choices	
Educational Level	1	8 choices	
Marital Status	1	2 choices	
No. of Children	1	6 choices	
Income (salary)	1	8 choices	
Company Tenure	1	5 choices	
Job Tenure	1	5 choices	
Union Tenure	1	6 choices	

P.L.: Point Likert.

Note: * Newly developed items to measure dual commitment

directly.

Analysis

Construct validity is usually defined as the extent to which an instrument accurately measures the construct or trait that it purports to measure (Cronbach & Meehl, 1955). In a way, construct validity is demonstrated through the correlation of the construct with its observable measure with which it should correlate on theoretical grounds. If it is highly correlated with a construct that it is related to in theory, and if weakly correlated with a construct that it is not related to in theory, then that indicates contruct validity (Kuruvilla, 1989).

As McShane (1986) states, construct validation is a multi-stage process with each stage testing different types of issues about the psychometric and nomological properties of the measurement instrument in question. Data in the present study are analyzed in four stages. Each stage of analysis focuses on a particular issue. The following points present the issue addressed at each stage of analysis.

1. **Internal Consistency**. A fundamental requirement for any measure that is construct valid is that it consists of items with a common core of systematic variance (Nunnally, 1978). In the present study, coefficient alpha (Cronbach, 1951) is used to examine the internal consistency or reliability of multiple item scales.

2. **Internal Factor Structure**. Evidence that a measure accurately represents the target construct can be partly

identified by its dimensionality (McShane, 1986). Factor analysis is used to evaluate potential violations of the assumptions underlying coefficient alpha as well as to evaluate the internal structure of the instruments.

3. **Correlation Matrix Analysis.** Following analyses of internal consistency and internal factor structure of scales, construct validation process calls for an assessment of its hypothesized similarity and distinctiveness vis-a-vis other measure (McShane. 1986). Essentially, the convergent and discriminate characteristics among the scales or subscales across the different measurements can be assessed with the extent of correlation coefficients for different concepts (traits) in which each concept is measured by a different method. These two aspects of construct validity can be evaluated in the analysis of correlation matrix (Campbell & Fiske, 1959).

Convergent characteristics are the degree to which multiple attempts to measure the same trait are in agreement. Campbell and Fiske (1959) argue that when different and independent methods of measurement reliably produce highly similar results, indicated by a pattern of significantly high correlations between the measures, they can be taken to measure the same variables. If any of the dual commitment scales or subscales correlate highy with the others, it is an evidence of convergent validity.

Discriminant characteristics are the degree to which

measures of different traits are distinct. If an instrument accurately represents a specific trait, it cannot represent a different trait as well. Even though the alternate construct is conceptually similar to the target construct, the instrument should have substantially higher correlations with measures of the same constructs than measures of other construct (McShane, 1986).

4. **External Consistency.** A final method of evaluating construct validity is to examine the relationships of identified dimensions to set of common predictors with which dual commitment is supposed to be related. McShane (1986-1) refers to this method as external consistency. If the dimensions are indeed different then they will be differentially related to other variables included in this study.

External Consistency Analysis Procedure   First, standard regression analyse are conducted between dependent variables (i.e., dual commitment 1, dual commitment 2, company commitment and union commitment) and other antecedent variables identified in the literature review as predictors. These include demographic variables (age, gender, educational level, marital status, number of children, income, company and job tenure, and union membership tenure), job related characteristics (job satisfaction and intention to quit company), union related characteristics (union satisfaction and intention to quit union), and labor-mamagement

relationships climate.

Second, multivariate tests are used to evaluate the equality of standardized regression coefficient across equations. If there is a significant difference between standardized regression coefficients for each predictor variable across equations, then that is an evidence of a differential relation.

Finally, given a number of predictor variables, stepwise regression analyses are performed for each of the two sets of predictors (i.e., demographic predictors and other predictors) in order to develop a subset of variables to explain dependent variables (i.e., dual commmitment 1, dual commitment 2, company commitment and union commitment).

None of the analyses are able to stand on their own. It is necessary to interpret the result of an analysis at any one stage in terms of analyses performed at both the preceeding and the following stages. This approach can lead to a somewhat circular reasoning that may be particularly unsatisfying to some people. An advantage of the approach, however, is that it also produces considerable insight into the current state-of-the-art of both measurement and analytical techniques as well as insights into how measures of dual commitment might be improved.

CHAPTER IV

RESULTS

Four basic analyses were employed in the present study. The complementary information produced by these analyses was a significant factor in gaining greater understanding of the meaning of the scales. The results of the study are summarized in terms of the contribution each analysis made to the issue being discussed.

Internal Consistency

Researchers usually develop and use multi-item scales because a construct is not directly observable. A single item may not exactly represent the construct. If the multi-items in each scale are assumed to come from a common domain of multi-items representing the same dimension, there should be a common core of systematic variance. In order to have a scale that is made up of items with a common core of systematic variance, error variance should cancel out when the items are combined into a composite measure, leaving an increasing proportion of common variance (McShane, 1986).

An internal consistency approach was used to measure the reliability of the scales. Cronbach's alpha is frequently refered to as an estimate of the internal consistency of a

scale, i.e., the degree to which the items represent the same domain. Cronbach's alpha which is a function of the average inter-item correlation and the number of items in the scale was calculated for each of the multi-item scale included in this study. Inter-item and item-to-total correlations were computed to examine item by item for each scale so that potentially unrelated items could be deleted. Items which substantially contributed to the reduction of the reliability of the scale were dropped.

Following these procedures, the remaining items were factor analyzed to identify interrelationships. Groups of items were examined for conceptual meaningfulness and items with high multiple factor loading were deleted. Coefficient alpha were then recalculated for the scales based on the identified factors. Tables 6 through 14 illustrates Cronbach's alpha reliability estimates for each of the nine scales at the individual level of analysis on the basis of the procedures described above.

For instance, internal reliability estimate of Dual Commitment scale was calculated in three different ways: Cronbach's alpha, item analysis and factor analysis. First, as shown in Table 8, Cronbach's alpha was computed using the 14 dual commitment items, yielding a Cronbach's alpha of .54.

Then, item analyses including inter-item and item-to-total correlations (i.e., correlations between each item of the Dual Commitment scale and the total score less the item)

were also carried out. Results indicates that only one item
(i.e., DC COMPANYLOYAL) has a negative correlation with the
total score for the original Dual Commitment scale, with the
range of correlations being from -.03 to .39. Generally, the
negatively stated items correlate less highly with the total
score than do the positively stated items, although this
difference is not great. Six items which correlated less than
.20 with total score for the original scale were deleted in an
attempt to maximize reliability of the scale. The results
indicate that remaining eight items of the Dual Commitment
scale are relatively homogeneous with repect to the underlying
construct they measure, yielding a Cronbach's alpha of .61.

Finally, to examine further the homogeneity of the dual
commitment scale items, factor analyses were performed and the
results rotated to varimax solution. While two factors
emerged from the analyses, the eigenvalue associated with the
second factor never exceeded 1.0.

The results of reliability estimates for each of the
scales are summarized and presented in Table 5. Except for a
measure of General Uninon Attitude (Cronbach's alpha=0.45),
other scales were moderate to high in their reliabilities,
ranging from 0.60 to 0.94 indicating that the scales have
acceptable levels of homogeneity. Nunnally (1978) suggests
that reliabilities of .70 or higher are sufficient for basic
reserach. However, any reliability standard is somewhat
arbitrary, and levels as low as .50 have been considered

adequate for basic research in previous studies (Nunnally, 1967).

Using .50 as a minimum indication of adequacy, the General Union Attitude scale was eliminated from further analysis because of unacceptable reliability of overall sample as well as significant reliability difference between each sample of two manufacturers. Table 15 presents the reliability difference for each of the 9 scales between each sample of the two organizations. Descriptive statistics (i.e., means, standard deviations, and correlations) of each variable scales (excluding dropped items) are reported in Appendix B.

Generally, these results indicate that the deletion of some items in some scales improved reliability (i.e., see Tables 6 through 14).

Table 5

Summary of Reliabilities for ALL the Scales

(Cleaned) Scale	No. of items	Alpha
Company Commitment	10	0.79
Union Commitment	5	0.60
Dual Commitment	(8)	(0.61)
1. Dual Commitment 1	4	0.55
2. Dual Commitment 2	4	0.54
Labor-Management Relationship Climate	3	0.68
General Union Attitude	5	0.45
Intention to Quit Company	3	0.80
Intention to Quit Union	2	0.68
Job Satisfaction	14	0.94
Union Satisfaction	10	0.91

Table 6

Internal Consistency of Company Commitment Scale

Company Commitment	Item to Total	
	Original Scale	Cleaned Scale
CC EFFORT	0.43	0.43
CC TALK	0.43	0.41
CC NLOYAL	0.38	0.40
CC SIMILAR*	0.11	
CC PROUD	0.32	0.38
CC DIFFERENT	0.34	0.41
CC INSPIRE	0.45	0.42
CC GLAD	0.58	0.57
CC NOGAIN	0.46	0.49
CC CARE*	-0.07	
CC BEST	0.62	0.64
CC MISTAKE	0.49	0.51
Reliability	0.73	0.79

Eigenvalues:　　(1) 3.5489**
　　　　　　　　　　(2) 1.1675**

* Deleted items to maximize reliability of scale.

** Provided from factor analysis.

Table 7

Internal Consistency of Union Commitment Scale

Union Commitment	Item to Total	
	Original Scale	Cleaned Scale
UC PRIDE	0.33	0.41
UC NBENEFIT*	-0.05	
UC SIMILAR	0.23	0.29
UC NGAIN	0.31	0.38
UC EXAMPLE	0.34	0.38
UC NIMPORTANT	0.26	0.29
UC WORSE*	0.12	
Reliability	0.46	0.60

Eigenvalues: (1) 1.9292**
                  (2) 1.0968**

* Deleted items to maximize reliability of scale.

** Provided from factor analysis.

Table 8

Internal Consistency of Dual Commitment Scale

Dual Commitment	Item to Total	
	Original Scale	Cleaned Scale
DC LOYAL	0.27	0.27
DC DIFFICULT	0.39	0.39
DC NSAMETIME	0.21	0.19
DC EASY*	0.19	
DC HELP	0.33	0.30
DC NLIKE*	0.16	
DC EQUAL	0.33	0.37
DC NLOYAL*	0.03	
DC COMPANYLOYAL*	-0.03	
DC UNIONLOYAL	0.26	0.28
DC NCOMPATIBLE*	0.11	
DC GOODRELATION	0.22	0.24
DC SUPPORT*·	0.17	
DC HARD	0.33	0.38
Reliability	0.54	0.61

Eigenvalue: (1) 2.1113**
(2) 1.4377**
(3) 0.9773**

* Deleted items to maximize reliability of scale.

** Provided from factor analysis.

Table 9

Internal Consistency of Labor-Management Relationship Scale

Labor-Management Relationship Climate	Item to Total Original Scale	Cleaned Scale
LM COOPERATIVE	0.51	0.58
LM NTRUST*	0.25	
LM HOSTILE	0.43	0.43
LM GOOD	0.48	0.47
Reliability	0.63	0.68

Eigenvalues: (1) 1.8335**
(2) 0.7044**

* Deleted items to maximize reliability of scale.

** Provided from factor analysis.

Table 10

Internal Consistency of General Union Attitude Scale

| General Union Attitude | Item to Total | |
	Original Scale	Cleaned Scale
GU POSITIVE*	0.08	
GU NMEMBER*	0.14	
GU EXIST	0.25	0.26
GU NOUNION*	0.12	
GU EMBARRASSMENT	0.31	0.20
GU MOVEMENT	0.26	0.31
GU WITHOUT	0.30	0.22
GU BELONG	0.16	0.20
Reliability	0.45	0.45

Eigenvalues: (1) 1.5820**
                   (2) 0.9892**

* Deleted items to maximize reliability of scale.

** Provided from factor analysis.

Table 11

Internal Consistency of Intention to Quit Company Scale

Intention to Quit Company	Item to Total Original Scale	Cleaned Scale
IQC QUIT	0.62	0.62
IQC NEWJOB	0.67	0.67
IQC LIKELY	0.66	0.66
Reliability	0.80	0.80
Eigenvalues: (1) 2.1553**		
(2) 0.4622**		

** Provided from factor analysis.

Table 12

Internal Consistency of Intention to Quit Union Scale

Intention to Quit Union	Item to Total Original Scale	Cleaned Scale
IQU QUIT	0.51	0.51
IQU LIKELY	0.51	0.51
Reliability	0.68	0.68
Eigenvalues: (1) 1.5113**		
(2) 0.4887**		

** Provided from factor analysis.

Table 13

Internal Consistency of Job Satisfaction Scale

Job Satisfaction	Item to Total	
	Original Scale	Cleaned Scale
JS SECURITY	0.76	0.77
JS PAY	0.71	0.72
JS GROWTH	0.73	0.74
JS PEOPLE	0.50	0.51
JS BOSS	0.76	0.76
JS ACCOMPLISHMENT	0.74	0.75
JS CHANCE	0.63	0.64
JS SUPPORT	0.73	0.74
JS CONTRIBUTION	0.72	0.73
JS INDEPENDENCY	0.73	0.74
JS FUTURE	0.68	0.68
JS HELP	0.67	0.67
JS CHALLENGE	0.58	0.57
JS SAFE*	0.19	
JS OVERALLSUPERVISION	0.72	0.69
Reliability	0.93	0.94

Eigenvalues: (1) 7.7314**
                (2) 0.9889**

* Deleted items to maximize reliability of scale.

** Provided from factor analysis.

Table 14

Internal Consistency of Union Satisfaction Scale

Union Satisfaction	Item to Total	
	Original Scale	Cleaned Scale
US WAGE	0.73	0.73
US LISTEN	0.75	0.75
US FBENEFIT	0.76	0.76
US WORK	0.62	0.62
US SECURITY	0.69	0.69
US INFORM	0.65	0.65
US OPINION	0.67	0.67
US HOW	0.67	0.67
US OFFICIALS	0.60	0.60
US OVERALL	0.72	0.72
Reliability	0.91	0.91

Eigenvalues: (1) 5.6512**
 (2) 0.8068**

** Provided from factor analysis.

Table 15

Summary of Differences in Reliability by Company

(Cleaned) Scales	Company	
	A	B
	Alpha	
Company Commitment	.76	.83
Union Commitment	.50	.68
Dual Commitment	.56	.58
Labor-Management Relationship Climate	.67	.66
General Union Attitude	.18	.60
Intention to Quit Company	.79	.81
Intention to Quit Union	.62	.70
Job Satisfaction	.92	.95
Union Satisfaction	.91	.92

Internal Factor Structure

Following the development of questionnaire items, administration of the questionnaire, and deletion of items that performed poorly, item responses for all dependent and predictor variables (except for demographic variables) were subjected to principal components factor analysis with varimax rotation, using SAS, in order to identify groups of interrelated items. Since dual commitment is usually defined as a variable with two dimension (i.e., employees' prounion/procompany attitudes and their relationships), a valid measure of this construct is expected to have two factors emerging from a factor analysis of its component items.

The number of factors extracted was determined using the following two criteria: eigenvalue criterion and/or factor interpretation criterion (Kim & Mueller, 1978). A factor analysis of Dual Commitment scale, as expected, revealed a two factor structure. Two factors emerged with eigenvalues of 2.1113 and 1.4377, accounting for 45 percent of the total variance in the items. In interpreting the factors, an item was considered to load on a factor if it had a loading of .5 (actually .47) or above and less than a .4 loading on all other factors.

Nunnally (1978) stated that decisions concerning which variables to include in factor analysis are difficult and somewhat arbitrary since they are on the basis of subjective

judgement of the researcher. Because the two factors identified and reported here were similar to those identified by Gorden and Ladd (1990) (see Chapter II), they can be deemed to represent the major underlying dimensions within the data. These factors were labeled Joint Focused Dual Commitment and Union Focused Dual Commitment hereafter designated Dual Commitment 1 and Dual Commitment 2, respectively. The internal reliability of scales based on the factors was then assessed by calculating the Cronbach's alpha for the two factors. Figure 3 summarizes how the factors identified in this portion of the study correspond to the conceptual model presented in Chapter II.

Only one factor emerged for both Company Commitment scale and Union Commitment scale on the basis of factor interpretation criterion. Even if two factors could be retained by the eigenvalue greater than one criterion, factor interpretation showed unidimensionality (i.e., see Table 6 & 7). The other scales included also appeared to be unidimensional according to the eigenvalue criterion (i.e., see eigenvalues in Table 9 through 14) and, in this regard, is consistent with the expected underlying construct.

Figure 3

Factor 1. Joint Focused Dual Commitment.

<u>Items</u>   <u>Factor Loading</u>

It is easy to be **loyal** to both the union   **0.47**
and managemnt.

Employees should be **equal**ly loyal to management   **0.64**
and the union.

Under **good** union/management **relation**s, workers   **0.73**
will feel loyal to both the union and management.

A good employee works **hard** for the union and   **0.68**
the company.

Percent of Variance=23.0

Factor 1.	Item to Total Correlations
DC1 LOYAL	0.23
DC1 EQUAL	0.39
DC1 GOODRELATION	0.35
DC1 HARD	0.40
Reliability:	0.55

Figure 3 (continued)

Factor 2. Union Focused Dual Commitment.

Items	Factor Loading
The management makes it **difficult** for me to talk to my union leaders.	**0.68**
It is more important for employees to be **loyal** to the **union** than to the company.	**0.65**
You can't be a union member and support management at the **same time**.	**0.67**
The union **help**s me deal effectively with management.	**0.55**

Percent of Variance=14.5

Factor 2	Item to Total Correlations
DC2 DIFFICULT	0.38
DC2 UNIONLOYAL	0.35
DC2 NSAMETIME	0.30
DC2 HELP	0.28
Reliability:	0.54

Correlation Matrix Analysis

The previous section evaluated construct validity in terms of the internal factor structure of nine instruments. The present section evaluates the validity of all of the scales taken together. The correlation matrix is another tool available for examining construct validity. The extent to which convergent characteristics are identified depends on the magnitude of the correlation coefficients and the level of confidence that the researcher has in the reliability and construct validity of the other measures of the same construct. In this respect, if any of the dual commitment scales highly correlate with the others, it indicates convergent characteristics (McShane, 1986).

Table 16 shows means, standard deviation, and correlation matrix for the variables of interest in this research. Upper values are correlations while lower values are p-value. Examination of the matrix revealed that despite differences in terms of the magnitude of correlations, all dual commitment scales including dual commitment 1, dual commitment 2, company commitment and union commitment were significantly intercorrelated, indicating that they represent similar construct domains. In other words, there are significant correlations between company commitment and union commitment ($r=.52$, $p<.01$), between dual commitment 1 and company commitment ($r=.42$, $p<.01$), and between dual commitment 2 and company commitment ($r=.52$, $p<.01$). The strong relationship

between company commitment and union commitment ($r=.52$, $p<.01$) is consistent with that of .30 reported by Angle and Perry (1986). Dual commitment 1 and 2 were positively related to each other ($r=.20$, $p<.01$). Union commitment was significantly related to each of dual commitment 1 ($r=.21$, $p<.01$) and 2 ($r=.20$, $p<.01$).

Generally, each of the dependent variables including dual commitment 1, dual commitment 2, company commitment and union commitment had significantly positive relationships with labor-management relatiohship climate, job satisfaction and union satisfaction. In contrast, each of them had significantly negative relationships with intention to quit company, which is in the same direction to the expected relationships. Company commitment had substantially higher correlations with measeres of the company related variables (intention to quit company & job satisfaction) than measures of the union related variables (intention to quit union & union satisfaction), suggesting its discriminant characteristics, while union commitment failed to show this characteristic. But, each dependent variable was mostly uncorrelated with demographic variables.

Table 16

Descriptive Statistics and Intercorrelation Matrix (Overall Sample)

Var.	Mean	S.D.	DC1	DC2	CC	UC	LM	IQC	IQU	JS	US	AGE	EDU	NCHL	SAL	CTEN	JTEN	UTEN
DC1	18.97	1.00	-															
DC2	17.60	1.23	.20* .0001b	-														
CC	47.98	7.08	.42 .0001	.52 .0001	-													
UC	23.23	1.53	.21 .0001	.20 .0001	.52 .0001	-												
LM	13.24	2.91	.44 .0001	.27 .0001	.44 .0001	.29 .0001	-											
IQC	8.23	3.66	-.18 .0001	-.42 .0001	-.63 .0001	-.42 .0001	-.16 .0004	-										
IQU	6.43	2.14	-.16 .0004	.07 .1347	-.14 .0024	-.07 .1437	.09 .0523	.38 .0001	-									
JS	61.08	12.23	.30 .0001	.39 .0001	.65 .0001	.44 .0001	.30 .0001	-.49 .0001	.14 .0037	-								
US	43.48	8.16	.25 .0001	.30 .0001	.42 .0001	.45 .0001	.04 .3709	-.42 .0001	-.11 .0293	.60 .0001	-							
AGE	2.50	.92	.14 .0017	.06 .2055	.00 .9207	.01 .8370	.09 .0351	-.09 .0427	.07 .1192	.07 .1047	.08 .0815	-						
EDU	3.01	.96	-.08 .0920	-.02 .6460	.09 .0403	-.03 .5841	-.04 .4295	.02 .6664	-.01 .7943	.04 .3789	-.02 .6995	-.23 .0001	-					
NCHL	2.07	1.17	.16 .0006	.15 .0011	.07 .1706	-.01 .8697	.05 .3145	-.15 .0012	.15 .0019	.17 .0002	.12 .0145	.78 .0001	-.24 .0001	-				
SAL	5.35	1.61	.11 .0033	.08 .0737	.00 .9734	.03 .5531	.16 .0003	-.01 .7705	.23 .0001	.09 .0361	-.01 .8228	.75 .0001	-.06 .1855	.73 .0001	-			
CTEN	3.57	1.13	.17 .0001	.01 .8146	-.00 .9550	.03 .4799	.15 .0005	.01 .8100	.08 .0783	.00 .9308	-.00 .9580	.70 .0001	-.20 .0001	.64 .0001	.75 .0001	-		
JTEN	3.20	1.20	.14 .0013	-.11 .0158	-.14 .0030	-.06 .1737	.09 .0431	.10 .0296	-.01 .7669	-.16 .0002	-.11 .0223	.64 .0001	-.20 .0001	.52 .0001	.68 .0001	.89 .0001	-	
UTEN	3.52	1.61	.04 .3538	-.22 .0001	-.17 .0004	-.07 .1516	.15 .0000	.16 .0008	-.13 .0062	-.20 .0001	-.17 .0004	.32 .0001	-.29 .0001	.23 .0001	.29 .0001	.48 .0001	.51 .0001	-

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2; CC=Company Commitment; UC=Union Commitment; LM=Labor-Management Relationship Climate; IQC=Intention to Quit Company; IQU=Intention to Quit Union; JS=Job Satisfaction; US=Union Satisfactioh; EDU=Education; MAR=Married; NCHL=No. of Children; SAL=Salary; CTEN=Company Tenure; JTEN=Job Tenure; UTEN=Union Tenure; S.D.=Standard Deviation.
a: correlation coefficient. b: p-value.

External Consistency

The forth method of establishing evidence of construct validity of the dimensions of four dependent variables is to examine the relationships of these dimensions to the set of common predictors used in this analysis. This is done by regressing them on the set of the common predictors. The equality of standardized regression coefficients across equations are also examined by multivariate tests. If the standardized regression coefficient for each independent variable is significantly different across equations, then that will constitute evidence that the dimensions are indeed different.

The F values (at the .10 probability level) for the significance of the difference between regression coefficients for standardized variables across equations yield evidence as to whether the correlates are differentially related to the commitment dimensions. The results of this analyses are presented in Table 17. Only five predictor variables (i.e., job satisfaction, union satisfaction, number of children, job tenure and union tenure) suggested the correlates are differentially related to the commitment dimensions.

The F-value of the model containing job satisfaction (F=12.1081, p<.01) and of that containing union satisfaction (F=18.3138, p<.01) are significant. This suggests that the standardized regression coefficients of job satisfaction as well as union satisfaction across dual commitment 1, dual

commitment 2, company commitment and union commitment are unequal. The F-value of the number of children model (F=4.6277, p<.05) also suggests unequal standardized regression coefficients across equations. The F-value of the job tenure model (F=10.4949, p<.01) indicates that the standardized regression coefficients of dual commitment 1 may be different from that of company commitment. The F-value of the model containing union tenure (F=4.2613, p<.05) indicates unequal standardized regression coefficients. In this case, the coefficient of dual commitment 2 may be different from that of company commitment.

In sum, there is a significant difference among the standardized regression coefficients for only five predictor variables (i.e., job satisfaction, union satisfaction, number of children, job tenure and union tenure) out of fourteen predictors across the equations. This constitutes evidence of convergent validity.

Given a number of predictor variables, additional stepwise regression analyses were conducted in order to identify a subset of variables to explain each dependent variables (i.e., dual commitment 1, dual commitment 2, company commitment and union commitment). The stepwise regression analyses were performed separately for each of the two sets of predictors (i.e., company/union related (situational) predictors and demographic predictors) to examine their relative importance in predicting each dependent variables.

Table 17

Results of Regression Analyses (Overall Sample)

Independent Variable	Dependent Variables				Wilkes Lambda F*
	DC1	DC2	CC	UC	
	Stand.	Regression	Coe.	(p-value)	
LM	.40 (.0001)	.21 (.0001)	.42 (.0001)	.28 (.0001)	.7590 (.3841)
IQC	-.40 (.0001)	-.42 (.0001)	-.63 (.0001)	-.41 (.0001)	2.4133 (.1211)
IQU	-.16 (.0010)	.07 (.1465)	-.14 (.0027)	-.07 (.1496)	1.0422 (.3079)
JS	.32 (.0001)	.37 (.0001)	.63 (.0001)	.46 (.0001)	12.1081 (.0006)
US	.24 (.0001)	.31 (.0001)	.42 (.0001)	.44 (.0001)	18.3138 (.0001)

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2; CC=Company Commitment; UC=Union Commitment; LM=Labor-Management Relationships Climate; IQC=Intention to Quit Company; IQU=Intention to Quit union; JS=Job Satisfaction; US=Union Satisfaction.
Stand. Regression Coe.=Standard Regression Coefficient.

* Provided from multivariate test.

Table 17 (continued)

Results of Regression Analyses (Overall Sample)

Independent Variable	Dependent Variables				Wilkes Lambda F*
	DC1	DC2	CC	UC	
	Stand. Regression Coe. (p-value)				
AGE	.13 (.0083)	.04 (.3981)	-.01 (.8111)	.02 (.6954)	2.2341 (.1357)
GENDER	.07 (.1615)	.16 (.0006)	.02 (.7516)	.03 (.5935)	.2656 (.6065)
EDUCATION	-.07 (.1252)	-.03 (.4967)	.04 (.4192)	-.03 (.5124)	.2541 (.6145)
MARRIED	.10 (.0283)	.19 (.0001)	.07 (.1367)	.05 (.2466)	.2530 (.6152)
No. OF CHILD	.15 (.0023)	.12 (.0123)	.04 (.4528)	.00 (.9564)	4.6277 (.0320)
SALARY	.11 (.0172)	.05 (.3256)	-.02 (.6662)	.03 (.4652)	1.0766 (.3000)
COMPANY TENURE	.16 (.0010)	.01 (.7737)	-.01 (.7948)	.04 (.3570)	2.2285 (.1362)
JOB TENURE	.11 (.0186)	-.13 (.0065)	-.16 (.0010)	-.09 (.0699)	10.4949 (.0013)
UNION TENURE	.06 (.2470)	.30 (.0001)	-.19 (.0001)	-.07 (.1426)	4.2613 (.0396)

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2; CC=Company Commitment; UC=Union Commitment; Gender= {female=0, Male=1}.
Stand. Regression Coe.=Standard Regression Coefficient.

* Provided from multivariate test.

Stepwise Regression Analysis   Table 18 presents results of stepwise regression analyses of four dependent variables on each of the two sets of predictor variables. A simple way to assimilate the results provided in Table 18 is to compare the R^2 values for the regression equations. The simple difference among these R^2 values constitutes evidence that the set of common predictors explain a different percentage of the variance in each dimension, suggesting that the dimensions are really different.

All five company/union related predictors (i.e., labor-management relationships climate, intention to quit company, intention to quit union, job satisfaction and union satisfaction) were in the final regression model for dual commitment 1, yielding a $R^2=.32$ which indicates that 32% of the variability in dual commitment 1 was explained by all the company/union related predictors. Among all the demographic predictors, however, only company tenure entered into the equation predicting dual commitment 1, yielding a $R^2=.03$.

Four company/union related predictors (i.e., labor-management relationships climate, intention to quit company, intention to quit union, and union satisfaction) entered into the regression equation for dual commitment 2. They accounted for 29% of the total variance in dual commitment 2. Among the nine demographic variables, six predictors including gender, education level, married, company tenure, job tenure and union tenure entered the regression equation, yielding a $R^2=.20$.

Among the company/union related predictor variables, labor-management relationships climate, intention to quit company, intention to quit union, and job satisfaction entered the regression equation for company commitment, yielding a $R^2=.57$. Only union tenure among demographic predictors, however, entered the equation and it accounted for only 3% of the company commitment variance.

Union commitment was also regressed on both company/union related predictors and demographic predictors. Three company/union related predictors (i.e., labor-management relationships climate, intention to quit comapany and union satisfaction) entered the regression equation and account for 27% of total variance in union commitment. Among the demographic predictors, married, company tenure and job tenure entered the equation, yielding a $R^2=.09$.

Examination of Table 18 shows large differences only between the R^2 values of company commitment (.57) and the other three dependent variables (dual commitment 1=.32; dual commitment 2=.29; union commitment=.27) in the set of company/union related predictors. In the case of the demographic predictors, there are large differences only between dual commitment 2 (.20) and other three variables (dual commitment 1=.03; company commitment=.03; union commiment=.09).

The stepwise regression analyses conducted between each of the two sets of predictors (i.e., company/union related

predictors and demographic predictors) and dependent variables revealed that company/union related variables were much better predictors of commitments than demographic variables, as expected.

Table 18

Results of Stepwise Regression Analyses of Dependent
Variables on Each of the Predictor Variables

Dependent Variable	Model-F	R^2	LM	IQC	IQU	JS	US
			Stand. Regression Coe. (p-value)				
DC1	35.88 (.0001)	.32	.37 (.0001)	-.23 (.0001)	-.13 (.0072)	.11 (.0574)	.06 (.3048)
DC2	39.70 (.0001)	.29	.08 (.0542)	-.47 (.0001)	.29 (.0001)	ne	.14 (.0027)
CC	130.54 (.0001)	.57	.27 (.0001)	-.40 (.0001)	-.07 (.0700)	.36 (.0001)	ne
UC	48.44 (.0001)	.27	.20 (.0001)	-.22 (.0001)	ne	ne	.35 (.0001)

Note: DC1=Dual   Commitment   1;   DC2=Dual   Commitment   2;
CC=Company   Commitment;   UC=Union   Commitment;   LM=Labor-
Management   Relationships   Climate;   IQC=Intention   to   Quit
Company; IQU=Intention to Quit union; JS=Job Satisfaction;
US=Union Satisfaction.
Stand. Regression Coe.=Standard Regression Coefficient.

ne=variable did not enter model.

Table 18 (Continued)

Results of Stepwise Regression Analyses of Dependent
Variables on Each of the Predictor Variables

Dep. Var.	Model-F	R^2	AGE	GEN	EDU	MAR	NCHL	SAL	CTEN	JTEN	UTEN
					Stand. Regression Coe. (p-value)						
DC1	13.12 (.0003)	.03	ne	ne	ne	ne	ne	ne	.17 (.0001)	ne	ne
DC2	16.80 (.0001)	.20	ne	.13 (*-1)	-.09 (*-2)	.14 (*-3)	ne	ne	.59 (*)	-.67 (*)	-.23 (*)
CC	13.13 (.0003)	.03	ne	ne	ne	ne	ne	ne	ne	ne	-.17 (.0004)
UC	12.50 (.0001)	.09	ne	ne	ne	-.04 (.5363)	ne	ne	.48 (*)	-.46 (*)	ne

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2; CC=Company Commitment; UC=Union Commitment; GEN=Gender; EDU=Education; MAR=Married; NCHL=No. of Children; SAL=Salary; CTEN=Company Tenure; JTEN=Job Tenure; UTEN=Union Tenure. Stand. Regression Coe.=Standard Regression Coefficient.

ne=variable did not enter model.

*-1=.0230; *-2=.0401; *-3=.0313; *=.0001.

Hypotheses Testing Hypothesized relationships are summarized in the Table 19. However, since the hypothesized directions of some independent variables predicting company commitment and union commitment were opposite, there was no justifiable rationale to hypothesize the single relationships between direct dual commitment scale and each predictor (e.g., Men were hypothesized to be more committed to the company than women. On the other hand, women were hypothesized to be more committed to the union than men). Furthermore, there was a significant degree of convergence between the two methods in terms of correlation (i.e., a significant correlation coefficient between indirect measure of dual commitment using company and union commitment and direct measure of dual commitment) identified in the correlation matrix analysis. These facts, therefore, support the validity of ascribing hypotheses test of dual commitment on the basis of the two independent scales: Company Commitment and Union Commitment (i.e., excluding Dual Commitment 1 and 2 as dependent variables in testing hypotheses).

Using the results of stepwise regression analyses, company commitment was significantly related to labor-management relationship climate, intention to quit company, intention to quit union, job satisfaction and union tenure at .10 probability level. All these variables except union tenure were related to company commitment in the expected direction. The unexpected negative relationship between union

tenure and company commitment may be a function of the sample characteristics, which include not only a large number of low tenured union members but also non-union member employees. No other demographic predictors were significantly related to company commitment.

For the overall sample, labor-management relationship climate, intention to quit company, union satisfaction, company tenure and job tenure were found to be significantly related with union commitment. These results, except for job tenure, were consistent with the expected relationships shown in Table 2. The negative relationship between job tenure and union commitment can be explained by the fact that job tenure has commonly been associated with company commitment but not with union commitment in previous studies (Martin et al., 1986; Conlon & Gallagher, 1987).

Table 19

Results of Hypotheses Test

Predictors	Relationship to		Company	Union
	Company	Union		
	Hypotheses		Supported	
L-M Relationship Climate	+	+	yes	yes
Intention to Quit Company	–	–	yes	yes
Intention to Quit Union	–	–	yes	no
Job Satisfaction	+	–	yes	no
Union Satisfaction	–	+	no	yes
AGE	+	+	no	no
GENDER	+	–	no	no
EDUCATION	–	–	no	no
MARRIED	+	+	no	no
NO. of CHILDREN	+	+	no	no
SALARY	+	+	no	no
COMPANY TENURE	+	+	no	yes
JOB TENURE	+	+	no	cd
UNION TENURE	+	+	cd	no

Note: cd=contradicted relationship;
L-M Relationship Climate=Labor-Management Relationships
Climate; GENDER={female=0, male=1}.

Characterizing Differerences in the Two Organizations

This section focuses on identifying the differences between two companies-- A and B. Company A has experienced no labor disputes and has maintained a relatively cooperative labor-management relationship. In contrast, B has had several labor disputes since the mid-1987. Both companies, however, are among the best textile manufacturers in Korea, not only in terms of total production and sales but also wage levels and working conditions.

Overall, the two organizations showed similar characteristics in terms of employee demographic backgrounds. However, employees of company A were somewhat: older; less educated; more likely to be married; longer company (job) and union tenured; and more highly paid than those of company B. Demographic information on each of the two organizations is presented in Appendix A. Means and t-tests are presented in Table 20. In general, company A had significantly higher (more positive) scores with the exception of company commitment, union commitment, union satisfaction and union tenure when compared to company B.

Differences in Correlation Matrix Analyses Table 21 and 22 present means, standard deviations, and zero-order intercorrelations among variables in the company A and the company B respectively. For both organizations, company commitment had significantly positive relationships with

Table 20

Mean Differences between the Two Companies on All Variables

| Variables | Company A | | Company B | | t-value | p-value |
	Mean	S.D.	Mean	S.D.		
DC1	19.37	2.32	18.42	3.67	3.2916	.0011
DC2	17.97	3.29	17.08	3.08	3.0734	.0022
CC	48.08	6.32	47.84	8.02	.3528	.7244
UC	23.59	3.10	22.71	4.00	2.5701	.0106
LM	13.78	2.68	12.52	3.05	4.8256	.0001
IQC	7.76	3.43	8.90	3.88	-3.3244	.0010
IQU	6.83	1.95	5.83	2.28	4.8637	.0001
JS	63.85	10.44	59.16	13.92	4.1085	.0001
US	44.26	7.60	42.52	8.73	2.1698	.0306

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2; CC=Company Commitment; UC=Union Commitment; LM=Labor-Management Relationships Climate; IQC=Intention to Quit Company; IQU=Intention to Quit union; JS=Job Satisfaction; US=Union Satisfaction; S.D.=Standard Deviation.

Table 20 (Continued)

Mean Differences between the Two Companies on All Variables

Demographic Variables	Company A Mean	S.D.	Company B Mean	S.D.	t-value	p-value
AGE	2.71	1.05	2.40	.68	4.0872	.0001
EDUCATION	2.75	.68	3.35	1.17	-6.7448	.0001
No. OF CHILD	2.36	1.24	1.65	.91	7.2913	.0001
SALARY	5.78	1.65	4.79	1.38	7.3717	.0001
CO. TENURE	3.77	1.14	3.29	1.06	4.8732	.0000
JOB TENURE	3.42	1.30	3.09	1.03	3.1743	.0016
UNION TENURE	3.58	1.81	3.44	1.50	.8813	.3786
GENDER	.76	.43	.68	.47	(4.230)*	.040
MARRIED	.68	.47	.41	.49	(38.040)*	.000

Note: ; CO. TENUTE=Company Tenure; S.D.=Standard Deviation.

* Numbers in parenthesis represent chi-square values of categorical variables.

dual commitment 1, dual commitment 2 as well as union commitment. These high positive correlations between company commitment and union commitment in both organizations (r=.56, p<.01 in company A; r=.48, p<.01 in company B) were consistent with those suggested in a previous study conducted by Angle and Perry (r=.30, 1986).

In the company A, dual commitment 2 had significant and positive correlations with union commitment (r=.30, p<.01) and dual commitment 1 (r=.12, p<.05). The relationship between dual commitment 1 and union commitment (r=.09, p>.10) was, however, not significant. On the other hand, dual commitment 2 was uncorrelated with union commitment (r=.03, p>.10) in company B. Dual commitment 1 was significantly related to dual commitment 2 (r=.26, p<.01) as well as union commitment (r=.26, p<.01).

For both organizations, each of the dependent variables including dual commitment 1, dual commitment 2, company commitment and union commitment was positively related with labor-management relatiohships climate, job satisfaction and union satisfaction in general. Each of them had significantly negative relationship with intention to quit company, as expected. In company A, however, intention to quit union was either positively related to dual commitment 2 (r=.20, p<.01), company commitment (r=.22, p<.01) and union commitment (r=.16, p<.01) or uncorrelated with dual commitment 1 (r=-.05, p>.10). In contrast, it was significantly related to each of the four

dependent variables with expected negative directions (i.e., r=-.38, p<.01 for DC1; r=-.24, p<.01 for DC2; r=-.60, p<.01 for CC and r=-.39, p<.01 for UC) in company B.

The unexpected positive correlation between intention to quit union and union commitment in company A, even though it was weak, may be attributed partly to the characteristics of industrial relationship in the company (i.e., A). Union member's intention to quit union may not be a good indicator of union commitment under cooperative labor-management relationships. The positive relationships of intention to quit union with dual commitment 2 as well as company commitment in A may be explained by the fact that there is little evidence suggesting that employees' intentions to quit a union contribute to shaping their company commitment or dual commitment in previous studies. In other words, intention to quit union has usually been related with union commitment but not with company commitment and/or dual commitment.

Each of the dual commitment 1, dual commitment 2, company commitment and union commitment scales was mostly uncorrelated with the demographic variables in company B. However, an unexpected significant and positive relationship between education level and company commitment (r=.23, p<.01) in company B can be attributed to the fact that higher education level in B has an indirect effect on commitment to the organization by increasing rewards for knowledge or skills that employees have acquired (Mottaz, 1988). The knowledge or

skills may not be directly relevant to the job performed by the employees, but they may have some indirect relevance.

Overall, demographic variables were not significantly correlated with any of the dependent variables in company A. However, unexpected inverse relationships between union tenure and union commitment ($r=-.26$, $p<.01$), and between union tenure and dual commitment 2 ($r=-.32$, $p<.01$) can be attributed in part to the labor-management relationships climate in company A. This suggests union tenure is not a good predictor of commitments among employees under cooperative labor-management relationships (i.e., like in company A). The inverse correlation between company commitment and job tenure ($r=-.27$, $p<.01$) was also unexpected. This unexpected result may be attributed partly to demographic characteristics of company A. Since employees of the company A are relatively older and less educated but paid more, opportunities for alternative employment are more limited. The negative correlations between union tenure and company commitment ($r=-.34$, $p<.01$), and between job tenure and union commitment ($r=-.33$, $p<.01$) can be explained by the fact that there is much less evidence indicating that an individual's union tenure and job tenure contribute to shaping his/her commitment to company and union respectively (Adkins & Reavlin, 1991). For example, job and/or company tenure (Martin et al., 1986; Fukami & Larson, 1984) has commonly been related with company commitment but not with commitment to the union.

Table 21

Descriptive Statistics and Intercorrelation Matrix (Company A)

Var.	Mean	S.D.	DC1	DC2	CC	UC	LM	IQC	IQU	JS	US	AGE	EDU	NCHL	SAL	CTEN	JTEN	UTEN
DC1	19.37	2.32	-															
DC2	17.97	3.29	.12 (.0476)	-														
CC	48.08	6.32	.32 (.0001)	.57 (.0001)	-													
UC	23.59	3.10	.09 (.1408)	.30 (.0001)	.56 (.0001)	-												
LM	13.70	2.60	.27 (.0001)	.12 (.0361)	.31 (.0001)	.24 (.0001)	-											
IQC	7.76	3.43	-.35 (.0001)	-.44 (.0001)	-.55 (.0001)	-.41 (.0001)	.04 (.4860)	-										
IQU	6.03	1.95	-.05 (.3904)	.20 (.0008)	.22 (.0002)	.16 (.0060)	.33 (.0001)	.27 (.0001)	-									
JS	63.05	10.44	.27 (.0001)	.50 (.0001)	.73 (.0001)	.65 (.0001)	.19 (.0015)	-.59 (.0001)	.23 (.0002)	-								
US	44.26	7.60	.24 (.0002)	.46 (.0001)	.55 (.0001)	.51 (.0001)	-.05 (.4674)	-.67 (.0001)	-.09 (.1546)	.77 (.0001)	-							
AGE	2.71	1.05	.21 (.0002)	.06 (.3009)	.02 (.7450)	-.06 (.3638)	.05 (.4064)	-.13 (.0274)	.00 (.9665)	.01 (.8792)	.06 (.3640)	-						
EDU	2.75	0.68	-.13 (.0275)	-.10 (.0958)	-.07 (.2520)	-.04 (.5108)	.04 (.5145)	.18 (.0022)	.09 (.1264)	-.07 (.2184)	-.15 (.0202)	-.59 (.0001)	-					
NCHL	2.36	1.24	.27 (.0001)	.18 (.0022)	.17 (.0068)	-.01 (.8098)	.01 (.9306)	-.23 (.0002)	.05 (.4341)	.14 (.0176)	.20 (.0029)	.79 (.0001)	-.49 (.0001)	-				
SAL	5.70	1.65	.15 (.0116)	.03 (.5833)	-.03 (.5889)	-.18 (.0039)	.10 (.0794)	.10 (.1071)	.21 (.0005)	-.02 (.6949)	-.13 (.0550)	.76 (.0001)	-.44 (.0001)	.73 (.0001)	-			
CTEN	3.77	1.14	.21 (.0003)	-.00 (.9522)	-.06 (.3542)	-.18 (.0026)	.13 (.0311)	.09 (.1190)	.14 (.0234)	-.11 (.0671)	-.12 (.0618)	.73 (.0001)	-.42 (.0001)	.64 (.0001)	.82 (.0001)	-		
JTEN	3.42	1.30	.16 (.0072)	-.18 (.0029)	-.27 (.0001)	-.33 (.0001)	.02 (.7201)	.21 (.0004)	-.01 (.8343)	-.31 (.0001)	-.25 (.0001)	.69 (.0001)	-.38 (.0001)	.54 (.0001)	.77 (.0001)	.91 (.0001)	-	
UTEN	3.58	1.81	.09 (.1690)	-.32 (.0001)	-.34 (.0001)	-.26 (.0001)	.27 (.0001)	.24 (.0001)	-.11 (.0965)	-.37 (.0001)	-.36 (.0001)	.42 (.0001)	-.21 (.0008)	.33 (.0001)	.44 (.0001)	.51 (.0001)	.54 (.0001)	-

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2; CC=Company Commitment; UC=Union Commitment; LM=Labor-Management Relationship Climate; IQC=Intention to Quit Company; IQU=Intention to Quit Union; JS=Job Satisfaction; US=Union Satisfaction; EDU=Education; MAR=Married; NCHL=No. of Children; SAL=Salary; CTEN=Company Tenure; JTEN=Job Tenure; UTEN=Union Tenure; S.D.=Standard Deviation.
a: correlation coefficient.   b: p-value.

Table 22

Descriptive Statistics and Intercorrelation Matrix (Company B)

Var.	Mean	S.D.	DC1	DC2	CC	UC	LM	IQC	IQU	JS	US	AGE	EDU	NCHL	SAL	CTEN	JTEN	UTEN
DC1	18.42	3.67	-															
DC2	17.00	3.08	.26*	-														
			.0002*															
CC	47.84	8.02	.51	.47	-													
			.0001	.0001														
UC	22.71	4.00	.26	.03	.48	-												
			.0003	.7296	.0001													
LM	12.53	1.05	.55	.41	.57	.30	-											
			.0001	.0001	.0001	.0001												
IQC	8.90	3.88	-.39	-.37	-.73	-.38	-.33	-										
			.0001	.0001	.0001	.0001	.0001											
IQU	5.83	2.78	-.38	-.24	-.60	-.39	-.35	.66	-									
			.0001	.0013	.0001	.0001	.0001	.0001										
JS	59.16	13.92	.28	.24	.61	.22	.35	-.37	-.09	-								
			.0001	.0005	.0001	.0031	.0001	.0001	.2567									
US	42.52	8.71	.22	.05	.31	.38	.09	-.13	-.18	.43	-							
			.0020	.4808	.0001	.0001	.2124	.0992	.0151	.0001								
AGE	2.40	0.68	-.00	-.03	-.03	.04	.09	.04	.09	.10	.08	-						
			.9946	.6847	.6310	.5414	.2109	.6034	.2525	.1378	.2488							
EDU	3.35	1.17	.02	.13	.23	.05	.03	-.10	.01	.21	.15	.25	-					
			.7292	.0609	.0012	.4815	.6400	.0112	.8559	.0020	.0408	.0002						
NCHL	1.65	0.91	-.05	-.01	-.07	-.09	.13	.06	.13	.19	-.07	.77	.17	-				
			.5227	.8869	.3785	.2400	.6941	.4173	.0942	.1317	.3841	.0001	.0175					
SAL	4.79	1.38	.03	.05	.03	.19	.10	-.06	.07	.12	.04	.71	.49	.67	-			
			.6730	.4918	.6659	.0093	.1245	.3940	.3346	.0742	.5565	.0001	.0001	.0001				
CTEN	3.29	1.06	.09	-.05	.05	.22	.10	-.02	-.13	.04	.09	.64	.08	.59	.61	-		
			.2082	.4308	.4655	.0017	.1424	.7666	.0740	.5257	.2080	.0001	.2380	.0001	.0001			
JTEN	3.09	1.03	.10	-.05	.03	.26	.13	-.02	-.11	-.06	.04	.50	.02	.43	.50	.85	-	
			.1453	.4951	.6663	.0003	.0579	.7869	.1310	.3936	.5608	.0001	.7257	.0001	.0001	.0001		
UTEN	3.44	1.50	-.01	-.06	.01	.15	.01	.08	-.20	-.21	.06	.11	-.39	.00	.05	.44	.45	-
			.9252	.3731	.8673	.0349	.9324	.2871	.0063	.0023	.4001	.1133	.0001	.9505	.4860	.0001	.0001	

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2; CC=Company Commitment; UC=Union Commitment; LM=Labor-Management Relationship Climate; IQC=Intention to Quit Company; IQU=Intention to Quit Union; JS=Job Satisfaction; US=Union Satisfaction; EDU=Education; MAR=Married; NCHL=No. of Children; SAL=Salary; CTEN=Company Tenure; JTEN=Job Tenure; UTEN=Union Tenure; S.D.=Standard Deviation.
a: correlation coefficient.   b: p-value.

Differences in Regression Analyses Table 23 presents the results of multiple regression analyses as well as multivariate tests for company A. These analyses were conducted with all independent variables (i.e., labor-management relationship climate, intention to quit company, intention to quit union, job satisfaction, union satisfaction and all demographic variables) as predictors and dual commitment 1, dual commitment 2, company commitment and union commitment as criteria. The F-values of the model containing all company/union related predictor variables (i.e., intention to quit company, intention to quit union, job satisfaction, and union satisfaction) except for labor-management relationships climate suggest unequal standardized regression coefficients across the four dependent vriables including dual commitment 1, dual commitment 2, company commitment and union commitment. The F-values of the model containing all demographic variables except for education level support that the standardized regression coefficients are differentially related to the commitment dimensions. In other words, the standardized regression coefficients of these demographic predictors across dual commitment 1, dual commitment 2, company commitment and union commitment are unequal.

In contrast with the results for company A (F=1.5319, p>.10), the standardized regression coefficients of labor management relationship climate across dual commitment 1, dual commitment 2, company commitment and union commitment are

unequal in company B (F=4.4340, p<.05). The F-value of union satisfaction model (F=4.7607, p<.05) also indicates unequal standardized regression coefficients. In this case the coefficient of dual commitment 2 may be different from that of union commitment. As far as demographic variables are concerned, the F-values of the model containing gender (F=11.1400, p<.01), married (F=4.5053, p<.05), and salary (F=10.0136, p<.01) suggest that the standardized regression coefficients across the dependent variables are unequal. The F-values for both company tenure (F=7.5045, p<.01) and job tenure (F=5.7282, p<.05) indicate the standardized regression coefficient of dual commitment 2 may be different from that of union commitment. Table 24 summarizes the results of regression analyses and multivariate tests for the company B.

The results from this analyses show that there is a significant difference among the standardized regression coefficients across the dual commitment 1. dual commitment 2, company commitment and union commitment in company A (i.e., the standardized regression coefficients of twelve predictors out of fourteen predictor variables across the equations are unequal). This is evidence of discriminant characteristics in A.

Table 23

Results of Regression Analyses (Company A)

Independent Variable	Dependent Variables				Wilkes Lambda F*
	DC1	DC2	CC	UC	
	Stand. Regression Coe. (p-value)				
LM	.22 (.0004)	.10 (.1121)	.30 (.0001)	.24 (.0001)	1.5319 (.2169)
IQC	-.33 (.0001)	-.45 (.0001)	-.55 (.0001)	-.41 (.0001)	6.1903 (.0135)
IQU	-.05 (.3727)	.21 (.0006)	.23 (.0002)	.16 (.0109)	7.4542 (.0068)
JS	.23 (.0002)	.50 (.0001)	.73 (.0001)	.65 (.0001)	54.0890 (.0001)
US	.24 (.0003)	.46 (.0001)	.55 (.0001)	.51 (.0001)	19.7114 (.0001)

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2; CC=Company Commitment; UC=Union Commitment; LM=Labor-Management Relationships Climate; IQC=Intention to Quit Company; IQU=Intention to Quit union; JS=Job Satisfaction; US=Union Satisfaction.
Stand. Regression Coe.=Standard Regression Coefficient.

* Provided from multivariate test.

Table 23 (continued)

Results of Regression Analyses (Company A)

Independent Variable	Dependent Variables				
	DC1	DC2	CC	UC	Wilkes
	Stand. Regression Coe. (p-value)				Lambda F*
AGE	.19 (.0022)	.04 (.5265)	.01 (.8727)	-.05 (.3716)	7.0050 (.0086)
GENDER	.18 (.0029)	.19 (.0019)	.09 (.1334)	-.19 (.0021)	20.8622 (.0001)
EDUCATION	-.13 (.0410)	-.10 (.0974)	-.06 (.2981)	-.04 (.5181)	.4899 (.4846)
MARRIED	.25 (.0001)	.25 (.0001)	.20 (.0013)	-.01 (.7957)	7.8073 (.0056)
No. OF CHILD	.24 (.0001)	.15 (.0154)	.15 (.0153)	-.01 (.7993)	6.9738 (.0088)
SALARY	.09 (.1404)	-.01 (.8564)	-.04 (.4630)	-.18 (.0036)	11.6979 (.0007)
COMPANY TENURE	.17 (.0045)	-.02 (.7531)	-.06 (.3159)	-.18 (.0029)	19.2087 (.0001)
JOB TENURE	.12 (.0438)	-.19 (.0019)	-.28 (.0001)	-.34 (.0001)	39.3967 (.0001)
UNION TENURE	.05 (.4554)	-.44 (.0001)	-.36 (.0001)	-.27 (.0001)	15.4395 (.0001)

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2;
CC=Company Commitment; UC=Union Commitment.
Stand. Regression Coe.=Standard Regression Coefficient.

* Provided from multivariate test.

Table 24

Results of Regression Analyses (Company B)

Independent Variable	Dependent Variables				
	DC1	DC2	CC	UC	Wilkes
	Stand.	Regression	Coe.	(p-value)	Lambda F*
LM	.52 (.0001)	.31 (.0001)	.58 (.0001)	.27 (.0003)	4.4340 (.0366)
IQC	-.44 (.0001)	-.33 (.0001)	-.72 (.0001)	-.37 (.0001)	.0558 (.8136)
IQU	-.37 (.0001)	-.25 (.0008)	-.61 (.0001)	-.39 (.0001)	.7384 (.3914)
JS	.32 (.0001)	.12 (.1098)	.54 (.0001)	.25 (.0012)	.3040 (.5821)
US	.21 (.0057)	.07 (.3484)	.30 (.0001)	.37 (.0001)	4.7607 (.0304)

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2; CC=Company Commitment; UC=Union Commitment; LM=Labor-Management Relationships Climate; IQC=Intention to Quit Company; IQU=Intention to Quit union; JS=Job Satisfaction; US=Union Satisfaction.
Stand. Regression Coe.=Standard Regression Coefficient.

* Provided from multivariate test.

Table 24 (continued)

Results of Regression Analyses (Company B)

Independent Variable	Dependent Variables				
	DC1	DC2	CC	UC	Wilkes
	Stand.	Regression	Coe.	(p-value)	Lambda F*
AGE	-.06 (.4178)	-.08 (.2686)	-.09 (.2314)	.08 (.2550)	2.5558 (.1117)
GENDER	-.09 (.2204)	.07 (.3801)	-.08 (.2763)	.20 (.0076)	11.1400 (.0010)
EDUCATION	.07 (.3444)	.17 (.0233)	.17 (.0230)	.04 (.5841)	.0536 (.8173)
MARRIED	-.15 (.0444)	-.01 (.8810)	-.09 (.2313)	.05 (.4805)	4.5053 (.0352)
No. OF CHILD	-.12 (.1141)	-.10 (.1909)	-.18 (.0244)	-.04 (.5986)	.6618 (.4172)
SALARY	-.02 (.7564)	-.01 (.8527)	-.03 (.6750)	.25 (.0008)	10.0136 (.0018)
COMPANY TENURE	.05 (.5168)	-.04 (.5704)	.03 (.6799)	.27 (.0002)	7.5045 (.0068)
JOB TENURE	.04 (.5595)	-.08 (.3027)	.02 (.8261)	.24 (.0011)	5.7282 (.0177)
UNION TENURE	.06 (.4525)	-.05 (.5395)	.01 (.8737)	.16 (.0283)	1.7738 (.1846)

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2; CC=Company Commitment; UC=Union Commitment.
Stand. Regression Coe.=Standard Regression Coefficient.

* Provided from multivariate test.

Differences in Stepwise Regression Analyses Table 25 presents results of stepwise regression analyses of the four dependent variables on each of the two sets of predictor variables (i.e., company/union related predictors and demographic predictors) for company A. Among all five company/union related variables, labor-management relationships climate and intention to quit entered the regression equation and accounted for 17% of the total variance in dual commitment 1. Among the nine demographic variables, three variables (i.e., married, number of children and salary) entered into the equation, accounting for 11% of the total variance in dual commitment 1. Three company/union related variables including intention to quit company, intention to quit union and job satisfaction entered the equation for dual commitment 2, yielding $R^2=.44$. On the other hand, four company/union related predictors (i.e., labor-management relationships climate, intention to quit company, intention to quit union and job satisfaction) entered into the regression equation for company commitment, yielding a $R^2=.60$. As far as demographic predictors were concerned, however, the same five predictors (i.e., education, married, company tenure, job tenure and union tenure) entered the equation for both dual commitment 2 and company commitment, yielding R^2s of .39 and .33, respectively. Labor-management relationships climate, job satisfaction and union satisfaction entered the regression equation and accounted for 39% of the total variance in union

commitment. Among the nine demographic variables, four predictors including gender, company tenure, job tenure and union tenure entered the regression equation, yielding a $R^2=.29$.

A summary of the results of stepwise regression analyses of four dependent variables on each of the two sets of predictor variables using company B data is also provided in Table 26. Among the company/union related predictor variables, labor-management relationships climate, intention to quit company, union satisfaction entered the regression equation for dual commitment 1, yielding a $R^2=.42$. Three demographic variables (i.e., married, company tenure and union tenure) enter the equation and account for 9% of the total variance in dual commitment. Labor-management relationships climate and intention to quit company were entered into the equation for dual commitment 2, yielding a $R^2=.13$. Only education among demographic predictors, however, entered the equation and accounted for only 2% of total variance in dual commitment 2. Company commitment was also regressed on both company/union related predictors and demographic predictors. All five company/union related predictors entered the regression equation and account for 73% of total variance in company commitment. Among the demographic predictors, gender, education, and union tenure entered the equation, yielding a $R^2=.11$. Finally, union commitment was also regressed on the two sets of predictors. Three variables (i.e., intention to

quit company, intention to quit union and union satisfaction) entered regression equation, accounting for 10% of total variance in union commitment.

An examination of Table 25 and 26 suggests that for both organizations, company commitment had the most significant relationships with the predictor variables. In general, demographic characteristics were better predictors of both company commitment and union commitment in A than in B.

Based on the stepwise regression analyses using seperate data from each of the two organizations, the hypotheses presented in the literature review chapter were examined and summarized in Table 27.

There are twenty eight comparisons in the Table 27. Only in nine cases do the results correspond across the two organizations. Given the relatively large sample size, only nine out of twenty eight matches means that the difference between the two organizations may have an impact on the results of this study. Table 27 suggests relationships not only between each of the four predictors (i.e., labor-management relationship climate, intention to quit company, job satisfaction & age) and company commitment, but also between each of the five predictors (i.e., union satisfaction, education level, being married, salary & company tenure) and union commitment in both organizations are immutable.

In general, the unexpected relationships between some predictor variables and either company commitment or union

commitment may be in part attributed to the sample characteristics. That the organizations are made up of quite different jobs and at least ten different positions which might call for significantly different tasks and responsibilities common to a class of the jobs (i.e., different job descriptions) as well as different skills and knowledge that the job should possess (i.e., different job specifications).

In conclusion, there appears to be organizational differences in the study which may affect the overall results to identify how predictor variables were correlated to underlying patterns of dual commitment to company and union. As suggested in the above analyses, company A was generally different from company B on some company/union related variables (e.g., intention to quit union) as well as several demographic variables (e.g., gender, job tenure & union tenure). Moreover, some organizational differences in terms of construct validation of measures for dual commitment were found to be significant. For instance, the results from regression analyses failed to show clear discriminant characteristics of the dependent variables in B. These differences contribute to calling for different validation studies for different organizations.

Table 25

Results of Stepwise Regression Analyses of Dependent Variables on Each of the Predictor Variables (Company A)

Dependent Variable	Model-F	R^2	LM	IQC	IQU	JS	US
			Stand. Regression Coe. (p-value)				
DC1	23.80 (.0001)	.17	.26 (.0001)	-.36 (.0001)	ne	ne	ne
DC2	58.49 (.0001)	.44	ne	-.37 (.0001)	.27 (.0001)	.26 (.0003)	ne
CC	84.74 (.0001)	.60	.21 (.0001)	-.29 (.0001)	.12 (.0092)	.52 (.0001)	ne
UC	49.41 (.0001)	.39	.15 (.0054)	ne	ne	.49 (.0001)	.14 (.0907)

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2; CC=Company Commitment; UC=Union Commitment; LM=Labor-Management Relationships Climate; IQC=Intention to Quit Company; IQU=Intention to Quit union; JS=Job Satisfaction; US=Union Satisfaction.
Stand. Regression Coe.=Standard Regression Coefficient.

ne=variable did not enter model.

Table 25 (Continued)

Results of Stepwise Regression Analyses of Dependent
Variables on Each of the Predictor Variables (Company A)

Dep. Var.	Model-F	R²	AGE	GEN	EDU	MAR	NCHL	SAL	CTEN	JTEN	UTEN
					Stand. Regression Coe. (p-value)						
DC1	10.10 (.0001)	.11	ne	ne	ne	.31 (.0012)	.17 (.0656)	-.19 (.0380)	ne	ne	ne
DC2	29.26 (.0001)	.39	ne	ne	-.10 (.0618)	.32 (*)	ne	ne	.79 (*)	-.92 (*)	-.33 (*)
CC	20.95 (.0001)	.33	ne	ne	-.13 (.0366)	.19 (.0119)	ne	ne	.78 (*)	-.99 (*)	-.25 (*-1)
UC	17.37 (.0001)	.29	.29 (.0010)	-.36 (*)	ne	ne	ne	ne	.65 (*)	-.89 (*)	-.18 (*-2)

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2;
CC=Company Commitment; UC=Union Commitment; GEN.=Gender;
EDU.=Education;   MAR.=Married;   NCHL=No.   of   Children;
SAL=Salary; CTEN=Company Tenure; JTEN=Job Tenure; UTEN=Union
Tenure.
Stand. Regression Coe.=Standard Regression Coefficient.

ne=variable did not enter model.
*=.0001; *-1=.0004; *-2=.0141.

Table 26

Results of Stepwise Regression Analyses of Dependent
Variables on Each of the Predictor Variables (Company B)

Dependent Variable	Model-F	R^2	LM	IQC	IQU	JS	US
			Stand. Regression Coe. (p-value)				
DC1	38.14 (.0001)	.42	.46 (.0001)	-.26 (.0001)	ne	ne	.14 (.0186)
DC2	12.36 (.0001)	.13	.33 (.0001)	-.27 (.0001)	ne	ne	ne
CC	82.96 (.0001)	.73	.28 (.0001)	-.45 (.0001)	-.17 (.0041)	.23 (.0001)	.10 (.0433)
UC	16.85 (.0001)	.24	ne	-.18 (.0483)	-.23 (.0117)	ne	.29 (.0001)

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2;
CC=Company Commitment; UC=Union Commitment; LM=Labor-
Management Relationships Climate; IQC=Intention to Quit
Company; IQU=Intention to Quit union; JS=Job Satisfaction;
US=Union Satisfaction.
Stand. Regression Coe.=Standard Regression Coefficient.

ne=variable did not enter model.

Table 26 (Continued)

Results of Stepwise Regression Analyses of Dependent
Variables on Each of the Predictor Variables (Company B)

Dep. Var.	Model-F	R^2	AGE	GEN	EDU	MAR	NCHL	SAL	CTEN	JTEN	UTEN
					Stand. Regression Coe. (p-value)						
DC1	5.30 (.0016)	.09	ne	ne	ne	-.31 (.0003)	ne	ne	.33 (.0008)	ne	-.14 (.0989)
DC2	3.25 (.0733)	.02	ne	ne	.13 (.0609)	ne	ne	ne	ne	ne	ne
CC	6.93 (.0002)	.11	ne	-.18 (.0162)	.33 (.0001)	ne	ne	ne	ne	ne	.12 (.1048)
UC	8.90 (.0002)	.10	ne	ne	ne	ne	-.28	ne	.34 (.0017)	ne	ne (.0002)

Note: DC1=Dual Commitment 1; DC2=Dual Commitment 2; CC=Company Commitment; UC=Union Commitment; GEN.=Gender; EDU.=Education; MAR.=Married; NCHL=No. of Children; SAL=Salary; CTEN=Company Tenure; JTEN=Job Tenure; UTEN=Union Tenure.
Stand. Regression Coe.=Standard Regression Coefficient.

ne=variable did not enter model.

Table 27

Comparison of Results of Hypotheses Test

Predictors	Relationship to Company Union		Company A Company Union		Company B Company Union	
	Hypotheses		Supported		Supported	
LM	+	+	yes	yes	yes	no
IQC	–	–	yes	no	yes	yes
IQU	–	–	cd	no	yes	yes
JS	+	–	yes	cd	yes	no
US	–	+	no	yes	cd	yes
AGE	+	+	no	yes	no	no
GENDER	+	–	no	yes	cd	no
EDUCATION	–	–	yes	no	cd	no
MARRIED	+	+	yes	no	no	no
NO. of CHILD	+	+	no	no	no	cd
SALARY	+	+	no	no	no	no
CO. TENURE	+	+	yes	yes	no	yes
JOB TENURE	+	+	cd	cd	no	no
UNION TENURE	+	+	cd	cd	yes	no

Note: cd=contradicted relationship; LM=Labor-Management Relationship Climate; IQC=Intention to Quit Company; IQU=Intention to Quit Union; JS=Job Satisfaction; US=Union Satisfaction; CO. TENURE= Company Tenure; GENDER:{female=0, male=1}.

* Possible explanations regarding the unexpected relatinships were provided in previous sections.

CHAPTER V

DISCUSSION

The present research, based on a sample of Korean workers, attempted to establish the construct validity of the dimensions of dual commitment to company and union. The reliability of the dimensions was examined, factor analysis was used to identify both potential violations of the assumptions underlying coefficient alpha and the dimensionality of measures, correlation matrix analysis was used to evaluate convergent and discriminant characteristics among the scales, and regression analysis as well as stepwise regression analysis were used to test whether the dimensions were differentially related to a common set of determinants.

Prior to discussing the results, the reader usually expects the fundamental question to be asked regarding the adequacy of the translation procedures used in this study. All scales used were English versions that were translated into Korean. A backward translation procedure, whereby the translated Korean version of the questionnaire was re-translated back into English by a different translator, was used to enhance the accuracy of the translations. A very satisfactory degree of agreement was found between the original English versions and the backward translated English

versions. In a number of previous cross-cultural studies, the use of backward translation approach has led to good quality translations (Fullagar, Barling & Christie, 1991; Hulin & Mayer, 1980; Hulin, Drasgow & Komocar, 1982; Katerberg, Smith & Hoy, 1977). Also, the reliabilities of the Korean version scales (excluding dropped items) used in this study were generally comparable to those of the English version scales used in previous studies. Taken together, inadequacies in the translation procedures alone appear not to be blamed for potentially misleading the results.

The purpose of this research was to resolve the controversy concerning the dual commitment construct. Competing definitions on the construct or dimensionality of dual commitment were derived from previous research using exploratory factor analyses (e.g., Schriesheim & Tsui, 1980; Martin, 1981). This research attempted to ground the discussion of dual commitment within a theoretical framework, arguing that a determination on construct or dimensionality must be based on a theory, rather than on explorative empiricism.

Unlike many other studies, this study included a number of variables and then grouped them into several categories including company related predictors, union related predictors, predictors associated with both company and union (i.e., labor-management relationships climate), and demographic predictors. More importantly, the company

commitment scale and the union commitment scale as well as the dual commitment scale were included in a single study.

The results generally indicated that the company commitment scale accurately represents the employee's attitude towards employing organization construct. The company commitment scale had relatively high reliability, and all cleaned items contributed substantially to the underlying construct domain. It not only had convergent characteristics but also discriminant characteristics, and appeared to be a unidimensional measure. The company commitment scale was significantly related to other dependent variables including both dual commitment scales and union commitment scale.

The union commitment scale displayed a reasonable level of construct validity. From the perspective of structural analyses, Some of the original items with poor discriminant characteristics were eliminated. It was a moderately reliable scale with a unidimensional factor structure suggesting that the items measure a single common underlying construct. In the correlation matrix analyses, union commitment demonstrated convergent characteristics, but did not display its discriminant characteristics (i.e., union commitment failed to have consistently and substantially higher correlations with measures of the union related predictor variables than measures of the company related predictor variables).

Even though less accurate and less clear, dual commitment demonstrated that it is a valid measure of employee's attitude

towards both company and union. Most notable was the factor analysis of the dual commitment items from which two factors emerged. The eigenvalue of the second factor was relatively low, but the factor analysis revealed the existence of two dimensions. However, lower factor loadings were found for those items having a lower item to total correlation (see Figure 3). The nature of these dimensions was still uncertain because there was not enough support for the two dimensions proposed in previous studies (Gordon & Ladd, 1990). Estimates of the internal consistency revealed that the two dimensions have only moderate reliabilities (i.e., factor 1=0.55; factor 2=0.54). The two dimensions of dual commitment (i.e., dual commitment 1 & dual commitment 2) were significantly related with company commitment as well as union commitment, suggesting their convergent characteristics.

The multivariate test results revealed that only five of fourteen differentially predict company commitment, union commitment, and dual commitment (DC1 & DC2). They were the two company/union related predictors (i.e., job satisfaction, union satisfaction) and three demographic predictors (i.e., number of children, job tenure & union tenure). This provides an evidence of convergence.

On the basis of the high correlations between company commitment and union commitment using the overall sample as well as the two different organizational subsamples (i.e., r=.52, p<.01 for overall sample; r=.56, p<.01 for company A

and r=.48, p<.01 for company B), employees in Korea showed simultaneous commitments to their employing organization and union. As expected, however, the likelihood or magnitude of the dual commitment to two interacting systems such as a company and a union appeared to grow where the labor-management relationships climate is more cooperative.

In the context of Korea, it is suggested that the measure of dual commitment be assessed by computing the correlation coefficients between company and union commitment using the two independent scales (i.g., Company Commitment and Union Commitment), primarily because these scales were supported by theory-based model (see chapter II) and were more construct valid than the direct measure of dual commitment. Significant correlations (p<.01) were, however, reported between the direct measure of dual commitment and measures of company and union commitment (i.e., indirect measure of dual commitment) in the present study, indicating significant convergence between the two methods.

Since the measure of dual commitment using company and union commitment is supported by theories (e.g., exchange, side-bet and role conflict theory) as well as by construct validity, researchers can, with greater confidence, measure dual commitment using a validated questionnaire with a more parsimonious set of items. Nevertheless, standardization of company commitment and union commitment measures is a continuing problem in assessment of dual commitment.

Development of a better direct measure of dual commitment in future research may alleviate the problem and minimize the response bias that can lead to higher than expected estimates of dual commitment (see Chapter II).

Stagner (1956) noted that dual commitment is developed from the tendency of employees to perceive their company and union as a unit and to give credit to both organizations when their work situation is positive. This statement implies that variables related to dual commitment should predict both company and union commitment measures. Standard regression analyses and stepwise regression analyses addressed this issue and identified how dual and/or unilateral (i.e., company & union) commitment were related to underlying patterns of commitment to company and union.

Generally consistent with the findings of previous research (Martin et al., 1986; Magenau, Martin & Perterson, 1988), the present study suggested few common predictors of commitment to company and union. Labor-management relationships climate and intention to quit company were found to be common predictors of all dependent variables. Both predictors including labor-management relationships climate, however, appeared to be more consistently and strongly related to company commitment than to union commitment. The intention to quit company contributed most to the prediction of both dual commitment 2 and company commitment. Job satisfaction was, as expected, a strong indicator of company commitment,

while union satisfaction was the best union commitment predictor.

The stepwise regression analyses results show the amount of the variance explained by each set of common predictors. Above all, a set of company/union related (situational) variables predicting company commitment yielded the highest R2 value (.57), suggesting company commitment measure is really different from other measures (i.e., discriminant characteristics).

As expected, demographic characteristics were poor predictors of commitments in general. The demographic variables had been included in this study mainly for comparative purposes (i.e., in order to demonstrate that company/union related or situational variables are better predictors of commitments) although there was little theoretical justification for their inclusion. Demographic variables that were found to significantly and strongly relate to the dependent variables (i.e., dual commitment 2 & union commitment) were company tenure and job tenure. Somewhat surprisingly, the fact that salary level was not a significant predictor of any dependent variables among Korean workers was inconsistent not only with the general finding of previous studies (Kim, 1988) but also with the expected relationships based on exchange theory. Overall, situational variables (i.e., company related variables, union related variables & variable associated with both) were better predictors of all

commitments than demographic variables.

In addition, there were some differences in the results between the two organizations, referred to as A and B, used in the study. A's employees appeared to be less accepting of the union movement in Korea than those of B. This is notable considering that given a key part of managers' role in most Korean organizations is to maintain high group morale and performance (Liebenberg, 1982; Redding & Richardson, 1986), A's managers have been less directive or didactic than those of B. The difference in managerial authority was echoed in their organizational policies and practices, and then produced more conditional loyalties among A's employees than among those of B. In addition, even though salary level was found not to be a significant predictor of commitments in this study, higher salary level in A may have indirect effect on increasing employees' positive attitude towards their employer (i.e., A) which led them to the more conditional loyalties (not emotional loyalties) and the less union movement acceptance.

Limitation Several limitations should be noted. First, problems with the operationalizations of some of the consequences of commitment may have contributed to the unsatisfactory results in the internal consistency analysis. This is especially true for General Union Attitude scale (see Table 5). The low reliability might have been due to sample idiosyncracies. There may be other characteristics and

perceptions that are relevant to Korean workers than the ones surveyed. In this case, more context-specific characteristics may have been more appropriate than the general ones used. It is therefore recommended that more sophisticated measures of discretionary characteristics (e.g., perceived general union attitude) based on specific context should be developed for future research since the perceived characteristics are more likely to be variable across organizations.

Second, there have been only a few cross-cultural studies on commitments to both company and union (i.e., Alvi & Ahmed, 1987; Reitz & Jewell, 1979). These studies reported similar findings to those obtained from American workers. In this study, cross-cultural difference between Korea and America also appeared not to play a major role in explaining the results. Most of the findings were similar to the findings for American employees. Some exceptions were union satisfaction, gender, job tenure and union tenure.

Third, the study appeared to be generalizable to other Korean companies. This study included Korean employees from two different companies--company A which has experienced no labor disputes, has been relatively successful in maintaining a cooperative labor-management relationship when compared to company B, which has had several labor disputes since mid-1987. The overall sample was 72% male, 56% married, 76% high school graduate workers and 80% union members. Although this sample may not exactly represent the population

characteristics of Korean workers, the above demographic characteristics of the sample in this study are well reflecting the characteristics of Korean textile industry population (Korea Labor Institute, 1992). Also, the difference between the two organizations would at least contribute to enhancing the generalizability.

Fourth, although there is still some debate over the sequence of analysis (Hunter & Gerbing, 1982), the complete process of construct validity should assess the measure's reliability, dimensionality, convergent/discriminant characteristics, external consistency as well as stability (McShane, 1986). Because of the absence of longitudinal data, the stability of the commitment measures has not been examined in this study.

Finally, since the present study was not intended to investigate the quality of the translation, only a backward translation procedure was used and no further effort was made to demonstrate the quality of the translation. However, Hulin and Mayer (1986) claimed that even excellent backward translations do not automatically result in the equivalence of two language versions. If two versions are not psychometrically equivalent, of course, no comparison can be made between this study's findings and the findings reported for American worker. Thus, future research needs to examine psychometric equivalence between two language versions of scales. Item Response Theory will be appropriate for a

careful item analyses (Hulin, Drasgow & Komocar, 1982).

Conclusion   Overall, the outlook for research in dual commitment to both company and union still appears encouraging.   As a construct, it remains interesting to researchers and practitioners. Generalization of the results of a validation study across similar jobs within an organization or across organizations must be very important to them.   In fact, some recent studies have provided strong support for the validity generalization by demonstrating that "test validities are broadly generalizable across applicant populations, geographical locations, and jobs and that even 'gross changes' or differences in job tasks do not destroy validity" (Baker & Terpstra, 1982).   The validity generalization can significantly reduce the costs and time associated with validating measures and/or predictors.

For many years, however, employers believed that employment or job related variables that can be statistically validated need to be validated separately across organizations, across similar jobs within an organization or even across locations for particular jobs.   Yet it remains a controversial concept among industrial psychologists (Leap & Crino, 1993).

In the present study, company A was significantly different from company B on several company/union related variables (e.g., intention to quit union) and demographic variables (e.g., gender, job tenure & union tenure) predicting

underlying patterns of dual commitment to company and union. There also appeared to be some organizational differences which may affect the overall results to identify the construct validity of measures for dual commitment to the company and union (i.g., the results from regression analyses showed clear discriminant characteristics of the dependent variables in A but in B). Taken together, construct validation may be situation (or sample) specific.

A great deal of analysis has been presented in this research to identify the construct validity of the measures of dual commitment. Nonetheless, construct validation is an ongoing process which is similar to substantive theory building (Cronbach & Meehl, 1955; Schwab, 1980; McShane, 1986). The results and recommendations made in this study, while at times critical, do not call for the discarding of other measures of dual commitment. The future research is thus needed to further test the construct validity of these as well as other measures of dual commitment.

For now, several avenues for research on the measures of dual commitment including direct dual commitment scale, company commitment scale and union commitment scale still exist. Factor analyses of the scales of commitment using large and diverse samples are called for to uncover their factor structure. Once the factor structure has been determined, a replication of the present study to develop useful theoretical and practical distinctions between the

factors should be carried out. Ideally, the study would need to be longitudinal since it could be that the dimensions of commitment emerge at different points over one's tenure with a organization.

The findings presented in this dissertation point out the need for more precise theories, more precise measures, different validation studies for different organizations or groups, and greater care in designing studies that examining the relationships among commitments and their predictors. Current researches using different measures are not essentially comparable. Much more concern and attention towards the construct validity of the measures employed will minimize similar problems in future studies.

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APPENDIXES

APPENDIX A

DIFFERENCES BETWEEN THE TWO ORGANIZATIONS

IN TERMS OF SAMPLE CHARACTERISTICS

Demographic	Company	
Variable	A	B
	Percent	
Age		
under 20	9.3	2.8
21-30	37.2	61.0
31-40	34.5	31.7
41-50	10.7	2.8
over 50	8.3	1.8
Gender		
male	75.9	67.6
female	24.1	32.4
Educational Level		
elementary school	6.5	0.5
middle school	16.5	6.0
high school	74.2	78.1
some tech. or jr. college	0.7	2.8
completed tech. or jr. college	2.1	5.6
some college work	0.0	0.0
completed college	0.0	6.5
some graduate work or more	0.0	0.5
Marital Status		
married	67.9	41.2
single	32.1	57.4
divorced or widowed	0.0	1.4
Number of Children		
none	32.4	60.5
1	22.2	18.0
2	29.6	18.0
3	10.2	3.0
4	3.9	0.5
5	1.8	0.0
Salary (won)		
below 200,000	0.0	0.0
200,000-299,999	0.3	0.9
300,000-399,999	10.7	20.5
400,000-499,999	14.2	23.3
500,000-599,999	18.0	21.9
600,000-699,999	19.7	25.6
700,000-799,999	16.6	3.2
800,000 or more	20.4	4.6

| Demographic | Company | |
Variable	A	B
	Percent	
Company Tenure (yr.)		
less than 1	2.7	2.8
1-less than 3	14.8	22.5
3-less than 5	18.2	33.0
5-less than 10	30.9	26.6
10 or more	33.3	15.1
Job Tenure (yr.)		
less than 1	7.2	4.1
1-less than 3	21.7	27.1
3-less than 5	21.4	33.9
5-less than 10	21.0	25.2
10 or more	28.6	9.6
Union Status		
union member	80.4	80.6
nonunion member	19.6	19.4
Union Membership Tenure (yr.)		
none	20.9	17.3
less than 1	7.9	7.5
1-less than 3	22.8	24.3
3-less than 5	10.2	20.6
5-less than 10	17.3	25.2
10 or more	20.9	5.1
Length of Union Official (yr.)		
none	66.5	71.3
less than 1	21.4	12.4
1-less than 3	8.1	12.9
3-less than 5	2.0	1.4
5-less than 10	1.6	1.4
10 or more	0.4	0.5

APPENDIX B

DESCRIPTIVE STATISTICS OF SCALES

Descriptive Statistics of Company Commitment Scale

Company Commitment	Mean	Standard Deviation
1. CC EFFORT	5.08	1.04
2. CC TALK	4.90	1.11
3. CC NLOYAL	4.70	1.18
4. CC PROUD	4.67	1.13
5. CC DIFFERENT	4.78	1.51
6. CC INSPIRE	4.48	1.01
7. CC GLAD	4.70	0.99
8. CC NOGAIN	4.93	1.31
9. CC BEST	4.43	1.42
10. CC MISTAKE	5.30	1.21

Correlations of Company Commitment Scale

Items	1	2	3	4	5	6	7	8	9	10
1. CC EFFORT	–									
2. CC TALK	32	–								
3. CC NLOYAL	18	20	–							
4. CC PROUD	16	20	28	–						
5. CC DIFFERENT	22	24	17	25	–					
6. CC INSPIRE	37	26	22	24	25	–				
7. CC GLAD	34	33	22	19	38	37	–			
8. CC NOGAIN	26	16**	32	26	16	17	29	–		
9. CC BEST	30	35	31	30	32	29	47	49	–	
10. CC MISTAKE	23	21	25	19	25	14*	37	51	49	–

<u>Note.</u> Decimal points are omitted.

p<.001. *p<.05. **p<.01

Descriptive Stastistic of Union Commitment Scale

Union Commitment	Mean	Standard Deviation	1	2	3	4	5
1.UC PRIDE	4.60	1.00	–				
2.UC SIMILAR	3.60	1.26	31	–			
3.UC NGAIN	5.07	1.01	28	09*	–		
4.UC EXAMPLE	4.61	1.31	25	30	25	–	
5.UC NIMPORTANT	5.35	1.12	18	06^	39	18	–

<u>Note.</u> Decimal points are omitted.

p<.001. *p<.05. ^p>.10

Descriptive Stastistic of Dual Commitment Scale

Dual Commitment	Mean	Standard Deviation
1.DCA LOYAL	4.09	1.30
2.DCB EQUAL	4.65	1.13
3.DCB GOODRELATION	5.10	1.08
4.DCB HARD	5.08	1.06
5.DCA DIFFICULT	4.49	1.29
6.DCA NSAMETIME	3.89	1.30
7.DCA HELP	4.49	1.31
8.DCB UNIONLOYAL	4.73	1.09

Correlation of Dual Commitment Scale

Items	1	2	3	4	5	6	7	8
1.DCA LOYAL	–							
2.DCB EQUQL	20	–						
3.DCB GOODRELATION	14**	29	–					
4.DCB HARD	17	32	33	–				
5.DCA DIFFICULT	16	22	04^	18	–			
6.DCA NSAMETIME	02^	–00^	–09*	–01^	21	–		
7.DCA HELP	15**	17	05^	14	20	24	–	
8.DCA UNIONLOYAL	03^	10^	02^	20	39	18	16	–

Note. Decimal points are omitted.

p<.001. *p<.05. **p<.01. ^p>.10.

Descriptive Stastistic of Labor-Management Scale

Labor-Management	Mean	Standard Deviation	1	2	3
1.LM COOPERATIVE	4.22	1.23	–		
2.LM HOSTILE	4.71	1.33	44	–	
3.LM GOOD	4.31	1.17	50	30	–

Note. Decimal points are omitted.

p<.001.

Descriptive Stastistic of General Union Scale

General Union	Mean	Standard Deviation	1	2	3	4	5
1.GU EXIST	4.51	1.08	–				
2.GU EMBARRASSMENT	4.77	1.34	09***–				
3.GU MOVEMENT	4.06	1.02	22	18	–		
4.GU WITHOUT	5.11	1.08	15	16	13**	–	
5.GU BELONG	4.60	1.07	18	07^	18	08***	–

Note. Decimal points are omitted.

p<.001. **p<.01. ^p>.10.

Descriptive Stastistic of Intention to Quit Company Scale

Intention to Quit Company	Mean	Standard Deviation	1	2	3
1.IQC QUIT	3.27	1.50	–		
2.IQC NEWJOB	2.67	1.44	57	–	
3.IQC LIKELY	2.29	1.38	55	62	–

Note. Decimal points are omitted.

p<.001.

Descriptive Stastistic of Intention to Quit Union Scale

Intention to Quit Union	Mean	Standard Deviation	1	2
1.IQU QUIT	3.51	1.27	–	
2.IQU LIKELY	2.92	1.19	51	–

Note. Decimal points are omitted.

p<.001.

Descriptive Stastistic of Job Satisfaction Scale

Job Satisfaction	Mean	Standard Deviation
1.JS SECURITY	4.65	1.20
2.JS PAY	4.33	1.13
3.JS GROWTH	4.26	1.16
4.JS PEOPLE	4.86	0.99
5.JS BOSS	4.28	1.22
6.JS ACCOMPLISHMENT	4.30	1.24
7.JS CHANCE	4.52	1.18
8.JS SUPPORT	4.30	1.18
9.JS CONTRIBUTION	4.09	1.28
10.JS INDEPENDENCY	4.17	1.27
11.JS FUTURE	4.60	1.19
12.JS HELP	4.66	1.08
13.JS CHALLENGE	4.40	1.11
14.JS OVERALLSUPERVISION	4.45	1.20

Correlation of Job Satisfaction Scale

Items	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1.	–													
2.	75	–												
3.	64	61	–											
4.	45	42	41	–										
5.	59	55	65	37	–									
6.	56	57	62	41	61	–								
7.	55	52	45	47	43	59	–							
8.	57	52	59	32	67	58	49	–						
9.	57	61	55	31	61	59	51	65	–					
10.	57	52	59	37	63	62	47	63	62	–				
11.	63	50	47	41	52	46	52	50	54	54	–			
12.	58	48	47	46	49	51	51	49	45	52	60	–		
13.	42	42	49	25	50	52	33	42	40	45	38	47	–	
14.	56	47	53	34	59	52	39	61	55	57	50	49	50	–

Note. Decimal points are omitted.

p<.001.

Descriptive Stastistic of Union Satisfaction Scale

Union Satisfaction	Mean	Standard Deviation
1.US WAGE	4.42	1.21
2.US LISTEN	4.28	1.05
3.US FBENEFIT	4.28	1.05
4.US WORK	4.28	1.12
5.US SECURITY	4.23	1.07
6.US INFORM	4.65	1.05
7.US OPINION	4.24	1.09
8.US HOW	4.41	1.08
9.US OFFICIALS	4.51	1.04
10.US OVERALL	4.18	1.12

Correlation of Union Satisfaction Scale

Items	1	2	3	4	5	6	7	8	9	10
1.US WAGE	–									
2.US LISTEN	73	–								
3.US FBENEFIT	70	69	–							
4.US WORK	47	51	54	–						
5.US SECURITY	57	53	57	52	–					
6.US INFORM	50	54	53	49	49	–				
7.US OPINION	49	52	50	39	52	47	–			
8.US HOW	47	49	51	43	48	50	63	–		
9.US OFFICIALS	43	45	46	41	42	45	44	48	–	
10.US OVEERALL	54	55	57	48	55	47	59	56	53	–

Note. Decimal points are omitted.

p<.001.

APPENDIX C

SURVEY INSTRUMENT (PRELIMINARY VERSION)

Company Commitment Items (From Sherer & Morishima, 1989)

1. I am willing to put in effort beyond that normally expected in order to help this company be successful.

7. I talk up this company to my friends as a great organization to work for.

13. I feel very little loyalty to this company.

19. I find that my values and this company's are very similar.

25. I am proud to tell others that I am a part of this company.

30. I could just as well be working for a different organization as long as the work is similar.

35. This company really inspires the best in me in the way of job performance.

39. I am extremely glad that I chose this company to work for over any other place.

42. There is not much to be gained by sticking with this company indefinitely.

44. I really care about the fate of this company.

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

48. Deciding to work at this company was a definite mistake on my part.

Union Commitment Items (From Sherer & Morishima,1989)

2. I feel a sense of pride in being part of the union.

8. Union members do not get enough benefits for the money they pay out in fees.

14. My values and the union's values are very similar.

20. There is little to be gained by joining the union.

26. The performance of the union is a good example of what dedicated people can do.

31. The members' interests are not that important to the union.

36. Things would have been far worse for the workers at this company over the last few years if it hadn't been for the union.

Dual Commitment Items (Adopted from Angle & Perry, 1986 and new items developed by C. Labig, K. Eastman & J. Kim at Oklahoma State University)

3. It is easy to be loyal to both the union and management.

9. The management makes it easy to conduct union business.

15. The management makes it difficult for me to talk to my union leaders.

21. You can't be a union member and support management at the same time.

27. The union helps me deal effectively with management.

32. Union members don't like it if you try to help management improve work effectiveness.

6. Workers cannot be loyal to both management and union.

12. It is more important for emploees to be loyal to the company than to the union.

18. It is more important for employees to be loyal to the union than to the company.

24. Employees should be equally loyal to management and the union.

29. Company goals and union goals are not compatible.

34. Under good union/management relations, workers will feel loyal to both the union and management.

38. I support both the policies of the union and management.

41. A good employee works hard for the union and the company.

Labor-Management Relations Climate (Based on Rosen et al., 1981)

4. Relations between union and management at this company are very cooperative.

10. There is no trust between our union and our company.

16. The relationship between union and management is hostile.

22. Relations between union and management are good.

Intention to Quit Job (Adopted from Cammann et al., 1979)

43. I often think about quitting this company.

45. I will probably look for a new job in the next year.

49. How likely is it that you will actively look for a new job in the next year?

Intention to Quit Union (Based on Cammann et al., 1979)

47. I often think about quitting the union.

50. How likely is it that you will quit the union next year?

General Union Attitude Items (Adopted from McShane, 1986)

5. Unions are a positive force in Korea.

11. If I had to choose, I probably would not be a member of any labor union.

17. In general, I am glad that labor unions exist.

23. People would be just as well off if there were no unions in Korea.

28. Unions are an embarrassment to our society.

33. I am proud of the labor movement in Korea.

37. Most people are better off without labor unions.

40. Employees in Korea are considerably better off when they belong to a labor union.

Job Satisfaction Items (Adopted from Hackman & Oldham, 1975)

How satisfied are you with this aspect of your job?

51. ...The amount of job security I have

52. ...The amount of pay and fringe benefits I receive

53. ...The amount of personal growth and development I get in doing my job

54. ...The people I talk to and work with on my job

55. ...The degree of respect and fair treatment I receive from my boss

56. ...The feeling of worthwhile accomplishment I get from doing my job

57. ...The chance to get to know other people while on the job

58. ...The amount of support and guidance I receive from my supervisor

59. ...The degree to which I am fairly paid for what I contribute to this organization

60. ...The amount of independent thought and action I can exercise in my job

61. ...How secure things look for me in the future in this organization

62. ...The chance to help other people while at work

63. ...The amount of challenge in my job

64. ...How safe my work environment is

65. ...The overall quality of the supervision I receive in my work.

Union Satisfaction Items (From McShane, 1985)

How satisfied are you with your union in terms of...

66. ...getting better wages for members?

67. ...listening to the concerns of members?

68. ...getting better fringe benefits for members?

69. ...getting management to improve the work itself?

70. ...improving job security?

71. ...keeping members informed about union affairs?

72. ...encouraging members to express their opinions about how the agreement might be improved?

73. ...giving members a say in how the union is run?

74. ...availability of union officials when you need them?

75. ...Overall, how satisfied are you with the job being done by your union?

Demographic Information

1. What is your age?
   a. Under 20 years of age
   b. 21 to 30 years of age
   c. 31 to 40 years of age
   d. 41 to 50 years of age
   e. Over 50 years of age

2. Are you: a. Male   b. Female

3. What is the last level you completed in school?
   a. Elementary school
   b. Middle school
   c. High school
   d. Some technical school work
   e. Completed technical school
   f. Some college level work
   g. Completed college
   h. Some graduate level work
   i. Completed graduate degree

4. Are you: a. Married   b. Single   c. Divorced or Widowed

5. How many dependent children do you have?
   a. None
   b. 1 child
   c. 2 children
   d. 3 children
   e. 4 children
   f. More than 4 children

6. Approximately, how much money do you receive from your company per month?
   a. Below 200,000 won
   b. 200,000 - 299,999 won
   c. 300,000 - 399,999 won
   d. 400,000 - 499,999 won
   e. 500,000 - 599,999 won
   f. 600,000 - 699,999 won
   g. 700,000 - 799,999 won
   h. 800,000 won or more

7. How long have you worked for this company?
   a. Less than 1 year
   b. 1 to 5 years
   c. 6 to 10 years
   d. 11 to 15 years
   e. More than 15 years

8. How long have you held your present position?
   a. Less than 1 year
   b. 1 to 5 years
   c. 6 to 10 years
   d. 11 to 15 years
   e. More than 15 years

9. How many people do you supervise?
   a. None
   b. less than 5
   c. more than 5, but less than 15
   d. more than 15, but less than 30
   e. more than 30, but less than 50
   f. more than 50

10. Are you a member of union? a. Yes _____   b. No _____

11. If no, have you ever been a member of union?
         a. Yes___   b. No___

12. For how many years have you been a union member?
   a. never
   b. Less than 1 year
   c. 1 to 5 years
   d. 6 to 10 years
   e. 11 to 15 years
   f. More than 15 years

13. For how many years have you served as a union official?
   a. never
   b. Less than 1 year
   c. 1 to 5 years
   d. 6 to 10 years
   e. 11 to 15 years
   f. More than 15 years

Thank you for your time!

APPENDIX D

SURVEY INSTRUMENT (KOREAN VERSION)

회사와 노조에 대한 몰입도 조사

본 조사의 내용은 통계법 제 8조에 의거하여 비밀이 철저히 보장되며 통계 목적 외에는 절대로 사용되지 않음을 밝힙니다.

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* 본 설문지에서 묻는 질문에는 정답이 없습니다. 막연히 바람직하다고 생각되는 것을 대답하지 마시고 귀하의 실제 느낌을 사실 그대로 답해주시면 감사하겠습니다.

* 귀하에게 해당되지 않는 질문이 있을 경우에는 보기중 0 (질문에 해당없다) 위에 O표를 해주시기 바랍니다.

I. 다음의 문장들은 귀하가 속해있는 노동 조합과 회사에 대한 귀하의 생각을 설명하고 있습니다. 각 문장에 대해 귀하의 느낌을 가장 잘 나타내고 있다고 생각하는 것을 보기에서 골라 해당되는 번호에 O표를 해주십시요.

보 기							
질문에 해당 없다	전혀 그렇지 않다	그렇지 않다	약간 그렇지 않다	그저 그렇다	약간 그렇다	그렇다	전적으로 그렇다
0	1	2	3	4	5	6	7

1. 나는 회사의 발전을 위해 남들이 기대하는 것 이상으로 기꺼이 노력하겠다.   0 1 2 3 4 5 6 7

2. 나는 노조의 일원이라는 것을 자랑스럽게 생각한다.   0 1 2 3 4 5 6 7

3. 노조와 회사 모두에 충성하는 것은 쉬운 일이다.   0 1 2 3 4 5 6 7

4. 우리 회사의 노사관계는 매우 협조적이다.   0 1 2 3 4 5 6 7

5. 한국에서 노조는 긍정적인 세력이다.   0 1 2 3 4 5 6 7

6. 나는 직원들이 노사 양측에 모두 충성할 수는 없다고 생각한다.   0 1 2 3 4 5 6 7

7. 나는 친구들에게 우리 회사를 훌륭한 직장이라고 이야기한다.   0 1 2 3 4 5 6 7

8. 노조원들이 내는 조합 회비에 비해 충분한 보상을 얻지 못한다.   0 1 2 3 4 5 6 7

9. 우리 회사는 노조의 활동을 지원한다.   0 1 2 3 4 5 6 7

10. 노조와 경영진 사이에 신뢰감이 없다.   0 1 2 3 4 5 6 7

11. 만약 내가 선택해야 한다면, 나는 아마도 노조에 가입하지 않을 것이다.   0 1 2 3 4 5 6 7

12. 직원들은 노조보다는 회사에 충성하는 것이 더 중요하다고 생각한다.   0 1 2 3 4 5 6 7

13. 나는 회사에 대하여 거의 충성심을 느끼지 않는다.   0 1 2 3 4 5 6 7

14. 나의 가치관과 노조의 가치관은 매우 비슷하다.   0 1 2 3 4 5 6 7

15. 경영진은 내가 노조 지도자들에게 이야기하는 것을 어렵게 하고있다.   0 1 2 3 4 5 6 7

16. 우리 회사의 노사관계는 적대적이다.   0 1 2 3 4 5 6 7

17. 일반적으로 노조들이 존재하는 것은 기쁜 일이다.   0 1 2 3 4 5 6 7

18. 직원들이 회사보다는 노조에 충성하는 것이 더 중요하다.   0 1 2 3 4 5 6 7

19. 나의 가치관과 회사의 가치관은 매우 비슷하다.   0 1 2 3 4 5 6 7

20. 노조에 가입함으로서 별로 얻을게 없다.   0 1 2 3 4 5 6 7

21. 노조원으로서 노조와 회사를 동시에 옹호하는 입장을 취할 수는 없다고 생각한다.   0 1 2 3 4 5 6 7

22. 우리 회사의 노사관계는 좋다.   0 1 2 3 4 5 6 7

23. 한국에 노조들이 없더라도 직원들은 별 어려움 없이 잘 지낼 것이다.   0 1 2 3 4 5 6 7

24. 직원들은 노사 양측에 똑같이 충성심을 가져야만 한다.   0 1 2 3 4 5 6 7

25. 나는 우리 회사의 노조원임을 자랑스럽게 생각한다.   0 1 2 3 4 5 6 7

26. 노조의 활동은 헌신적인 사람들이 무엇을 할 수 있는가를 보여주는 한 좋은 예이다.   0 1 2 3 4 5 6 7

27. 노조는 내가 나의 문제를 회사와 효과적으로 해결하는데 도움이 된다.   0 1 2 3 4 5 6 7

28. 노조들은 우리 사회의 골칫거리이다.   0 1 2 3 4 5 6 7

29. 회사의 목표와 노조의 목표는 양립하지 않는다.   0 1 2 3 4 5 6 7

30. 나는 업무가 비슷하다면 다른 회사에 가서 일하는 것도 괜찮다.   0 1 2 3 4 5 6 7

31. 노조원의 이익은 노조에 별로 중요하지 않다.   0 1 2 3 4 5 6 7

32. 내가 회사의 업무를 효율적으로 개선하는 것을 도우려 한다면 노조원들은 싫어할 것이다. 0 1 2 3 4 5 6 7

33. 나는 한국에서의 노동 운동을 자랑스럽게 생각한다.   0 1 2 3 4 5 6 7

34. 좋은 노사 관계하에서 직원들은 노사 양측에 충성심을 가지게 될 것이다.   0 1 2 3 4 5 6 7

35. 회사는 내가 업무를 수행함에 있어서 최선을 다하도록 나를 격려한다.   0 1 2 3 4 5 6 7

36. 과거 몇년간에 걸쳐 이 회사에 노조가 없었다면 직원들은 훨씬 나쁜 처지에

     처했을 것이다.   0 1 2 3 4 5 6 7

37. 대부분의 일반 사람들은 노조가 없으면 더 좋을 것이다.   0 1 2 3 4 5 6 7

38. 나는 노사 양측의 정책들을 모두 지지한다.　　　　　　　　　　　　　0 1 2 3 4 5 6 7

39. 나는 다른 직장을 선택하지 않고 이 회사를 선택한 것에 대해 매우 기쁘게 생각한다.　0 1 2 3 4 5 6 7

40. 직원들은 노조에 가입할 때 훨씬 유리하다.　　　　　　　　　　　　　0 1 2 3 4 5 6 7

41. 성실한 직원들은 노사 양측을 위해 열심히 일해야 한다.　　　　　　　0 1 2 3 4 5 6 7

42. 우리 회사에 오랫동안 근무해 보아야 별로 얻을게 없을 것 같다.　　　0 1 2 3 4 5 6 7

43. 나는 종종 이 회사를 그만둘 것을 생각한다.　　　　　　　　　　　　0 1 2 3 4 5 6 7

44. 나는 진정 우리 회사의 운명에 대해 걱정한다.　　　　　　　　　　　0 1 2 3 4 5 6 7

45. 나는 아마 내년에는 다른 직장을 찾아 볼 생각이다.　　　　　　　　　0 1 2 3 4 5 6 7

46. 나에게 있어 이 회사는 나에게 맞는 최고의 직장이다.　　　　　　　　0 1 2 3 4 5 6 7

47. 나는 종종 노조에서 탈퇴할 것을 생각하곤 한다.　　　　　　　　　　0 1 2 3 4 5 6 7

48. 이 회사를 선택한 것은 나의 결정적인 실수였다.　　　　　　　　　　0 1 2 3 4 5 6 7

49. 당신은 얼마나 적극적으로 내년에 새 직장을 찾을 예정인가?　　　　　0 1 2 3 4 5 6 7

50. 당신이 내년에 노조에서 탈퇴할 가능성은 얼마나 되나?　　　　　　　0 1 2 3 4 5 6 7

Ⅱ. 다음의 항목들은 귀하의 업무에 대한 만족도를 분석하기 위한 질문들입니다. 각 질문에 대해 귀하의 생각을 가장 잘 나타내고 있다고 여겨지는 것을 보기에서 골라 해당하는 번호에 O표를 해주십시요.

보기							
질문에 해당 없다	전혀 만족치 않는다	만족치 않는다	약간 만족치 않는다	그저 그렇다	약간 만족한다	만족한다	전적으로 만족한다
0	1	2	3	4	5	6	7

51. 직장 보장의 정도   0 1 2 3 4 5 6 7

52. 임금 및 임금이외의 혜택 수준   0 1 2 3 4 5 6 7

53. 업무수행을 통한 자아 개발 및 성장   0 1 2 3 4 5 6 7

54. 직장 동료와의 관계   0 1 2 3 4 5 6 7

55. 상관으로부터의 공정한 대우와 배려   0 1 2 3 4 5 6 7

56. 업무 수행으로부터의 진정한 성취감   0 1 2 3 4 5 6 7

57. 업무를 통한 교제의 기회   0 1 2 3 4 5 6 7

58. 상관으로부터 받는 안내와 지원   0 1 2 3 4 5 6 7

59. 직장 공헌도에 따른 공정한 보상의 수준   0 1 2 3 4 5 6 7

60. 업무를 수행함에 있어 생각 및 행동의 독립성   0 1 2 3 4 5 6 7

61. 직장을 통한 미래에 대한 보장   0 1 2 3 4 5 6 7

62. 업무중 다른 사람을 도울 수 있는 기회   0 1 2 3 4 5 6 7

63. 업무에 대한 도전감   0 1 2 3 4 5 6 7

64. 작업 환경의 안전도   0 1 2 3 4 5 6 7

65. 업무 수행 중 받는 전체적인 감독의 우수성   0 1 2 3 4 5 6 7

III. 다음의 항목들은 귀하가 속해있는 노동 조합에 대한 귀하의 느낌을 설명하고 있습니다. 각 항목에 대해 귀하의 느낌을 가장 잘 나타내고 있다고 생각하는 것을 보기에서 골라 해당하는 번호에 O 표를 해주십시요. (* 만약 귀하가 노동 조합에 가입하고 있지 않은 비 조합원이라면 아래 질문들에 답하지 마시기 바랍니다.)

보기							
질문에 해당 없다	전혀 만족치 않는다	만족치 않는다	약간 만족치 않는다	그저 그렇다	약간 만족한다	만족한다	전적으로 만족한다
0	1	2	3	4	5	6	7

66. 노조원들의 보다 높은 임금인상을 위한 노조의 역할   0 1 2 3 4 5 6 7

67. 노조원들의 관심사에 대한 노조의 호응도   0 1 2 3 4 5 6 7

68. 노조원들에게 보다 좋은 임금외의 혜택을 주기 위한
노조의 역할   0 1 2 3 4 5 6 7

69. 작업 개선을 위한 경영진의 노력을 유도하기 위한 노조의 역할   0 1 2 3 4 5 6 7

70. 직장 보장을 위한 노조의 역할   0 1 2 3 4 5 6 7

71. 노조원들에게 노조 업무 및 활동 사항등을 알리려는
노조의 노력   0 1 2 3 4 5 6 7

72. 단체 협약 개선 방안에 대해 노조원들의 의견을 수용하려는
노조의 노력   0 1 2 3 4 5 6 7

73. 노조원들에게 노조의 운영 보고 노력   0 1 2 3 4 5 6 7

74. 당신이 노조 위원들을 만나고자 할 때 그들을 만날 수 있는
정도   0 1 2 3 4 5 6 7

75. 노조의 활동 사항에 대한 당신의 전체적인 만족도   0 1 2 3 4 5 6 7

IV. 마지막으로 귀하에 관하여 몇가지 여쭈어 보고자 합니다. 아래 사항의 해당란에 O표로 답하여 주십시요.

76. 연령 ___ 1) 20 세 이하 ___ 2) 21 세 - 30 세 이하 ___ 3) 31 세 - 40 세 이하 ___ 4) 41 세 - 50 세 이하
___ 5) 51 세 이상

77. 성별 ___ 1) 남자 ___ 2) 여자

78. 학력 ___ 1) 국민학교 졸 ___ 2) 중졸 ___ 3) 고졸 ___ 4) 전문대 중퇴
___ 5) 전문대 졸 ___ 6) 대학 중퇴 ___ 7) 대졸 ___ 8) 대학원 이상

79. 혼인 상태 ___ 1) 기혼 ___ 2) 미혼 ___ 3) 이혼 또는 사별

80. 자녀수 ___ 1) 없음 ___ 2) 1 명 ___ 3) 2 명 ___ 4) 3 명
___ 5) 4 명 ___ 6) 4 명 이상

81. 월 평균 임금 (기본금 + 제수당) ___ 1) 20 만원 미만 ___ 2) 20 - 30 만원 미만 ___ 3) 30 - 40 만원 미만
___ 4) 40 - 50 만원 미만 ___ 5) 50 - 60 만원 미만 ___ 6) 60 - 70 만원 ___ 7) 70 - 80 만원 미만
___ 8) 80 만원 이상

82. 회사 근무 연수 ___ 1) 1 년 미만 ___ 2) 1 - 3 년 미만 ___ 3) 3 - 5 년 미만
___ 4) 5 - 10 년 미만 ___ 5) 10 년 이상

83. 현 직무 연수 ___ 1) 1 년 미만 ___ 2) 1 - 3 년 미만 ___ 3) 3 - 5 년 미만
___ 4) 5 - 10 년 미만 ___ 5) 10 년 이상

84. 부하 직원수 ___ 1) 없음 ___ 2) 5 명 미만 ___ 3) 5 - 15 명 미만
___ 4) 15 - 30 명 미만 ___ 5) 30 - 50 명 미만 ___ 6) 50 명 이상

85. 노조 가입 여부 ___ 1) 노조원 ___ 2) 비노조원

86. 현재 비노조원일 경우 노조에 가입했던 경험 여부 ___ 1) 있음 ___ 2) 없음

87. 노조 가입 기간 ___ 1) 전혀 없음 ___ 2) 1 년 미만 ___ 3) 1 - 3 년 미만
___ 4) 3 - 5 년 미만 ___ 5) 5 - 10 년 미만 ___ 6) 10 년 이상

88. 노조 임원 활동 연수 ___ 1) 전혀 없음 ___ 2) 1 년 미만 ___ 3) 1 - 3 년 미만
___ 4) 3 - 5 년 미만 ___ 5) 5 - 10 년 미만 ___ 6) 10 년 이상

수고하셨습니다. 감사드립니다.

APPENDIX E

OSU INSTITUTIONAL REVIEW BOARD

RESEARCH APPROVAL LETTER

OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL REVIEW BOARD
FOR HUMAN SUBJECTS RESEARCH

Proposal Title: __DUAL COMMITTMENT TO COMPANY AND UNION IN KOREA__

Principal Investigator: __KEN EASTMAN / JUNG-WON KIM__

Date: __10-9-92__   IRB # __BU-93-010__

This application has been reviewed by the IRB and

Processed as: Exempt [xx]   Expedite [ ]   Full Board Review [ ]

        Renewal or Continuation [ ]

Approval Status Recommended by Reviewer(s):

        Approved [xx]   Deferred for Revision [ ]

        Approved with Provision [ ]   Disapproved [ ]

Approval status subject to review by full Institutional Review Board at next meeting, 2nd and 4th Thursday of each month.

Comments, Modifications/Conditions for Approval or Reason for Deferral or Disapproval:

Signature: _____   Date: __10-12-92__
     Chair of Institutional Review Board

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VITA 2

Jung-Won Kim

Candidate for the Degree of

Doctor of Education

Thesis: DUAL COMMITMENT TO COMPANY AND UNION IN KOREA - A STUDY OF TWO TEXTILE FIRMS AND THEIR LABOR UNIONS

Major Field: Higher Education
      Area: Business (Organizational Behavior)

Biographical:

Personal Data: Born in Seoul, Korea, July 14,1960, the son of SungSoo Kim and ByungAe Yoon.

Education: Graduated from Keisung High School, Daegu, Korea, in January, 1979; received Bachelor of Science Degree in Business Administration from University of Wisconsin, River Falls in December, 1987; received Master of Science Degree in Management Technology from University of Wisconsin-stout, Menomonie in August, 1989; completed requirements for Doctor of Education Degree in Business at Oklahoma State university in May, 1994.

Professional Experience: First Place Winner of Executive Interaction contest, held by College of Business Administration, Oklahoma State University, February, 1992; member of O.S.U. Forum for humanities and social sciences.