# PERCEIVED SERVANT-LEADERSHIP ATTRIBUTES, UNION COMMITMENT, AND UNION MEMBER PARTICIPATION: A QUANTITATIVE ANALYSIS

by

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#### Abstract

This study represented an initial effort to systematically examine the effects of the perception of servant-leadership attributes in union leaders on the commitment and participation levels of union members. Using Barbuto and Wheeler's (2006) Servant Leadership Questionnaire, and Gordon, Philpot, Burt, Thompson and Spiller's (1980) Commitment to the Union Scale, 535 members of a U.S.-based, national healthcare union rated their union leaders on servant-leadership attributes, and answered a series of questions designed to assess their level of union commitment. Additionally, demographic and participation information was collected. A combination of descriptive statistics, and Baron and Kenny's (1986) mediation methodology was used to determine the relationship between servant-leadership attributes, union commitment attributes, and an overall participation score. Demographic information was used to determine generalizability. The results of this study indicate that each attribute of servantleadership showed a relationship with overall union member participation and with each attribute of union commitment. The only instance in which an attribute of union commitment consistently mediated the relationship between servant-leadership and overall union member participation was union loyalty. While the respondents in this study reported lower scores on those attributes of servant-leadership and union commitment that emphasize the personal over the collective, this does not negate the statistical significance of the impact on servant-leadership on union commitment. The results of this study confirms that, in the case of the sponsoring organization, servantleadership is a viable leadership paradigm with the potential to increase both commitment to the union-as-organization, as well as increasing overall union member participation.

# **Dedication**

To my husband, life partner, and best friend, John Chisholm. For everything you've done, as well as all the things you couldn't do while I was off chasing rainbows. This is for you. I love you!

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#### **CHAPTER 1. INTRODUCTION**

#### Introduction

Organized labor has historically helped create and define many of the labor standards currently enjoyed by workers in the United States (Katz & Kochan, 2003). These include the Fair Labor Standards Act (FLSA), Civil Rights Act/Title VII, Age Discrimination Act of 1967, Occupational Safety and Health Act (OSHA), Worker's Compensation, Employee Polygraph Protection Act, Americans With Disabilities Act, Family Medical Leave Act (FMLA), Equal Pay Acts of 1963 and 2011 - and the multitude of specific benefits that are derived from these pieces of legislation.

Additionally, union wages and compensation packages are known to be significantly higher than their non-union counterparts (Bureau of Labor Statistics, 2013). Regardless of this, labor union membership and the participation of members in union activities has actively declined since the 1970s (BLS, 2013; Clawson & Clawson, 1999; Mayer, 2004; Voss & Sherman, 2000).

There are a multitude of individual factors, both external and internal to the union as an organization, which various researchers have identified as possible contributors to this phenomenon. Externally, political scientists and labor researchers have concluded that various state-sponsored *right-to-work laws* (Elwood & Fine, 1987; Lumsden & Petersen, 1975; Moore & Newman, 1985), the displacement of union roles by government statute (Bennett & Taylor, 2001; Masters & Delaney, 2005), as well as the

effects of globalization and transnational business (Boswell & Stevis, 1997; Vachon & Wallace, 2013) are in part responsible for the overall decline of the U.S. labor movement. For the Industrial-Organizational psychologist, these external factors play an important role, but equally important is the effective functioning of the union-as-organization.

There are many known antecedents to organizational effectiveness. These include leadership effectiveness, organizational structure and culture, employee commitment, productivity, satisfaction and motivation. While many factors can contribute to the success or decline of an organization, a primary factor in the success of any organization is its leadership (Bass & Bass, 2009; Greenleaf, 1977, 2002; Spector, 2006).

## **Background of the Problem**

Leadership development has been extensively examined within the proprietary sector and voluntary sector modeled after their proprietary counterparts. However, these paradigms may or may not generalize to voluntary membership organizations with atypical organizational structures, such as labor unions. While Industrial-Organizational (I-O) psychologists have attempted to study leadership paradigms in labor unions in the past, they have been met with extreme resistance. This has also held true for the study of other psychological phenomena in unions as well. The reasons for this are well documented, and include lack of trust by unions towards I-O psychologists (Huszczo, 1985; Huszczo, 1987), lack of access to union data, early psychologists' attitudes towards unions, and a failure to figure out how to make a viable living performing these studies (Zickar, 2004).

None of these factors, either implicitly or explicitly, disqualify labor organizations or labor leaders as a rich source of unique data on the psychological phenomenon of

leadership. Further, the information obtained from this study could not only re-empower the labor movement, but also has the potential to add valuable new insight to the current body of psychological knowledge for both leadership and organizational effectiveness.

#### **Statement of the Problem**

It is not yet known if effective labor union leaders are perceived as servant-leaders by union membership. Additionally, it is not yet known if the perception of the presence of servant-leadership attributes by union members affects their commitment to the union and participation in labor union activities.

# **Purpose of the Study**

The purpose of this study is three-fold: to determine if union leaders in the sponsoring organization are perceived as exhibiting any of the five attributes of servant-leadership; to determine if union members in the sponsoring organization exhibit any of the four attributes of union commitment, and to determine to what extent the presence of servant-leadership attributes – either directly, or indirectly (via union commitment) – impact union member participation in union activities.

## Significance of the Study

There are multiple practical implications for the results of this study. If the data supports the hypotheses and the notion of a positive relationship between servant-leadership, union commitment, and union participation, union leaders (and those consultants advising them) will have an additional and possibly more effective theoretical model on which to base future leadership training and organizational change efforts.

Additionally, the results will provide researchers of servant-leadership with confirmation that the theory is relevant to organizational types other than those that have been

previously studied. Should the data not support the hypotheses, practitioners and researchers interested in the fields of servant-leadership, organizational change, organizational commitment, productivity and organized labor will have an empirical data set which may provide the basis for either theory modification or future research.

## **Research Design**

This study was conducted using a quantitative, non-experimental survey design. Specifically, Baron and Kenny's (1986) mediation analysis model was used. This involved a series of descriptive statistics, and 20 mediation analyses (which included linear and multiple regressions). There has been some disagreement with Baron and Kenny in the statistical literature regarding the use and power of the Sorbel test rather than the newer, bootstrap method (Xinshu, Lynch, & Chen, 2010; Preacher & Hayes, 2004; Shrout & Bolger, 2002) in mediation methodology; specifically, that studies employing small sample sizes (20-80 cases) risk the increased possibility of committing Type I errors. However, Koopman, Howe, Hollenbeck and Sin (2014) successfully challenge these assumptions in small, case-based samples. Additionally, Lau and Cheung (2008) note that in large samples (N=100-500) bootstrapping consistently exceeds 5% Type I Error rate. In order to avoid this controversy, this study followed Frazier, Tix, and Barron's (2004) guidelines on required sample size for mediation analysis (See Chapter 3).

#### **Research Questions and Hypotheses**

**Research Question 1 (RQ1).** Do union members perceive union leaders as exhibiting the five Servant-Leadership attributes (Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship)?

**Research Question 2 (RQ2).** Do union members exhibit the four Union Commitment attributes (Union loyalty, Responsibility to the union, Willingness to work for the union, and Belief in unionism)?

**Research Question 3 (RQ3).** To what extent do members participate in union activities?

Research Question 4 (RQ4). To what extent does each of the four union member commitment scores mediate the relationship among the union members' perception of each of the five servant-leadership scores and union member participation?

 $H_04a$ : Union member loyalty does not significantly mediate the relationship between altruistic calling and union member participation.

For *Union Loyalty*:

 $H_a4a$ : Union member loyalty significantly mediates the relationship between altruistic calling and union member participation.

 $H_04b$ : Union member loyalty does not significantly mediate the relationship between emotional healing and union member participation.

**H<sub>a</sub>4b:** Union member loyalty significantly mediates the relationship between emotional healing and union member participation.

 $H_04c$ : Union member loyalty does not significantly mediate the relationship between wisdom and union member participation.

 $H_a4c$ : Union member loyalty significantly mediates the relationship between wisdom on union member participation.

 $H_04d$ : Union member loyalty does not significantly mediate the relationship between persuasive mapping and union member participation.

 $\mathbf{H_a4d}$ : Union member loyalty significantly mediates the relationship between persuasive mapping and union member participation.

 $H_04e$ : Union member loyalty does not significantly mediate the relationship between organizational stewardship and union member participation.

 $\mathbf{H_a4e}$ : Union member loyalty significantly mediates the relationship between organizational stewardship and union member participation.

For *Responsibility to the Union*:

 $\mathbf{H_04f}$ : Union member responsibility does not significantly mediate the relationship between altruistic calling and union member participation.

 $\mathbf{H_a4f:}$  Union member responsibility significantly mediates the relationship between altruistic calling and union member participation.

 $H_04g$ : Union member responsibility does not significantly mediate the relationship between emotional healing and union member participation.

 $\mathbf{H_a4g}$ : Union member responsibility significantly mediates the relationship between emotional healing and union member participation.

 $H_04h$ : Union member responsibility does not significantly mediate the relationship between wisdom and union member participation.

 $\mathbf{H_a4h}$ : Union member responsibility significantly mediates the relationship between wisdom and union member participation.

 $\mathbf{H_04i}$ : Union member responsibility does not significantly mediate the relationship between persuasive mapping and union member participation.

 $\mathbf{H_a4i:}$  Union member responsibility significantly mediates the relationship between persuasive mapping and union member participation.

 $\mathbf{H_04j}$ : Union member responsibility does not significantly mediate the relationship between organizational stewardship and union member participation.

 $\mathbf{H_a4j}$ : Union member responsibility significantly mediates the relationship between organizational stewardship on union member participation.

For Willingness to Work for the Union:

 $H_04k$ : Union member willingness to work does not significantly mediate the relationship between altruistic calling and union member participation.

 $\mathbf{H_a4k}$ : Union member willingness to work significantly mediates the relationship between altruistic calling and union member participation.

 $H_041$ : Union member willingness to work does not significantly mediate the relationship between emotional healing and union member participation.

 $H_a41$ : Union member willingness to work significantly mediates the relationship between emotional healing and union member participation.

 $H_04m$ : Union member willingness to work does not significantly mediate the relationship between wisdom and union member participation.

 $H_a4m$ : Union member willingness to work significantly mediates the relationship between wisdom and union member participation.

 $H_04n$ : Union member willingness to work does not significantly mediate the relationship between persuasive mapping and union member participation.

 $\mathbf{H_a4n}$ : Union member willingness to work significantly mediates the relationship between persuasive mapping and union member participation.

 $H_040$ : Union member willingness to work does not significantly mediate the relationship between organizational stewardship and union member participation.

 $H_a$ 40: Union member willingness to work significantly mediates the relationship between organizational stewardship and union member participation.

For Belief in Unionism:

 $H_04p$ : Union members' belief in unionism does not significantly mediate the relationship between altruistic calling and union member participation.

 $H_a4p$ : Union members' belief in unionism significantly mediates the relationship between altruistic calling and union member participation.

 $H_04q$ : Union members' belief in unionism does not significantly mediate the relationship between emotional healing and union member participation.

 $H_a4q$ : Union members' belief in unionism significantly mediates the relationship between emotional healing and union member participation.

 $H_04r$ : Union members' belief in unionism does not significantly mediate the relationship between wisdom and union member participation.

 $H_a4r$ : Union members' belief in unionism significantly mediates the relationship between wisdom and union member participation.

 $H_04s$ : Union members' belief in unionism does not significantly mediate the relationship between persuasive mapping and union member participation.

 $\mathbf{H_a4s}$ : Union members' belief in unionism significantly mediates the relationship between persuasive mapping and union member participation.

 $H_04t$ : Union members' belief in unionism does not significantly mediate the relationship between organizational stewardship and union member participation.

 $\mathbf{H_a4t}$ : Union members' belief in unionism significantly mediates the relationship between organizational stewardship and union member participation.

## **Assumptions and Limitations**

# **Theory-specific Assumptions**

That servant-leadership is a unique leadership paradigm, separate from (though closely related to) other normative leadership approaches.

# **Methodological Assumptions**

That it is possible to measure servant-leadership attributes using Barbuto and Wheeler's (2006b) *Servant Leadership Questionnaire*, and that this scale (and its associated subscales) exhibit significant reliability and validity.

That it is possible to measure union commitment using Gordon, Philpot, Burt, Thompson, and Spiller's (1980b) *Commitment to the Union Scale*, and that this scale (and its associated subscales) exhibit significant reliability and validity.

That Baron and Kenny's (2006) methodology and SPSS software will accurately reflect the findings of the study given the chosen design.

## **Topic-specific Assumptions**

Those electing to participate in the survey will answer the questions honestly.

That servant-leadership leads to higher levels of union commitment and union member participation.

#### Limitations

A number of limitations exist in this study. First, that the sample population was limited to members of one specific local union and is, therefore, unable to be generalized to other U.S. locals. Second, that self-reporting of data by the union members, coupled with individual-level understanding of union commitment, creates the potential for bias. Third, the inability of the methodology employed in this study to demonstrate a causal

effect between the variables. Finally, that the collected data represents a snapshot at a single point in time.

#### **Definition of Terms**

**Contract Administrator:** An organization-specific term for a paid, temporary organizer. An advanced delegate who functions in much the same role as an organizer.

**Delegate:** An organization-specific term for an elected, unpaid, member volunteer. This term is synonymous with the term *shop steward*.

**Organizer:** An organization-specific term for a paid, permanent union staff member under the "organizing model." Serves similar purpose to, and closely related to the functions of a 'business agent' under the "servicing model." May or may not be an elected position.

**Proprietary Organization:** A for-profit organization (Stern, 2006).

**Servant-leadership:** A leadership paradigm first proposed by Greenleaf (1970), in which the individual leader exhibits the five characteristic behaviors of altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship (Barbuto & Wheeler, 2006).

Union: Many individual united for a common cause (Clark, 2000).

**Union commitment:** "The binding of an individual to an organization" (Gordon, et al., 1980, p. 480).

**Union tenure:** Denotes the length of time an individual has been a member of sponsoring organization.

**Voluntary Organization:** A non-profit, or not-for-profit, organization (Stern, 2006).

# **Expected Findings**

**RQ1.** Do union members perceive leaders as exhibiting the five Servant-Leadership attributes (Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship)?

Due to the descriptive nature of RQ1, it is expected that Barbuto and Wheeler's (2006b) *Servant Leadership Questionnaire* will accurately assess and quantify if, and to what extent, the sample population perceive their leaders as exhibiting the five attributes of servant leadership at the time data are collected.

**RQ2.** Do union members exhibit the four Union Commitment attributes (Union loyalty, Responsibility to the union, Willingness to work for the union, and Belief in unionism)?

Due to the descriptive nature of RQ2, it is expected that Gordon's (1980b)

Commitment to the Union Scale will accurately assess and quantify if, and to what extent, the sample population exhibit the four union commitment attributes at the time data are collected.

**RQ3.** To what extent do members participate in union activities?

Due to the descriptive nature of RQ3, it is expected that an accurate measure of the sample population's union activities will be obtained.

**RQ4.** To what extent does each of the four union member commitment scores mediate the relationship among the union members' perception of each of the five servant-leadership scores and union member participation?

It is expected that (Ha4a- Ha4t) each of the Servant-Leadership attributes (Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational

stewardship), will significantly mediate the relationship between each of the dimensions of Union Commitment (Union loyalty, Responsibility to the union, Willingness to work for the union, and Belief in unionism) and union participation. Previous studies have indicated that a relationship exists between servant-leadership and organizational commitment (the basis of union commitment), as well as between organizational commitment and productivity (union participation) (Russell & Stone, 2002; Drury, 2004). It is expected that a similar pattern will emerge with this study population and in this organizational structure.

# Language Convention: Servant-Leadership

While the majority of the extant literature uses the terms *servant leader* and *servant leadership*, the author of this work has elected to use the hyphenated form of *servant-leader* and *servant-leadership*. In doing so, the author seeks to reaffirm the primacy of servanthood over leadership in the servant-leader paradigm. Wallace (2003) explains:

What is the difference? What weight does a hyphen have? The hyphen, in this case, serves to contrast two approaches to servant-leadership. In one type (the servant leader), the starting point is leadership: servant leadership is one kind of leadership. This approach is consistent with the grammatical form of the term: an adjective (functionally) servant modifying a noun leadership. In such grammatical constructions, primacy naturally falls to the noun. In the other case (the servant-leader), there is a paradox formed by the joining of two sharply contrasting roles: servant and leader. The hyphen serves to eliminate the primacy of the second noun by removing the adjectival function of the first noun. Thus,

the grammar of the unhyphenated construction supports the primacy of leadership, while in the hyphenated phrase, no such primacy emerges. While the grammar of the hyphenated phrase does not give primacy to either noun, such a construction is more consistent with primacy resting with servant than the unhyphenated phrase. Describing one as servant-leader gives room for the proper distinction to be placed on servanthood, rather than leadership. (p. 2)

# Summary and Organization of the Remainder of the Study

Organized labor in the United States continues to decline. In order to better understand this phenomenon, the effectiveness of the union-as-organization was examined. In general, this involved an examination of the effects of union leadership on union member participation. Specifically, this involved investigating whether servant-leadership practices on the part of union leaders either directly impacted union member participation, or indirectly by impacting the memberships' commitment to the union.

The remainder of this study is divided into four sections. Chapter two will include a review of the literature on servant-leadership and union commitment. Chapters three and four will outline the methodology used and results obtained, respectively, from this study. Chapter five concludes this work, with a discussion of the results.

#### CHAPTER 2. LITERATURE REVIEW

#### **Introduction to the Literature Review**

The following will be a two-part literature review focusing on the development of both the servant-leadership (primary) and union commitment (secondary) constructs on which this study is based. While union participation has been investigated as both a unidimensional and multidimensional (tertiary) construct, for the purposes of this study - the union commitment construct was not explored. Instead, the approach was to focus on union member participation as a series of quantifiable, positive behaviors.

This literature review begins with a dual search strategy; that is, examining both current and historical thought on both union leadership and union commitment paradigms. The Capella University electronic library, with access to more than 50 research databases and 40,000-plus full-text, scholarly journals, was the primary research venue. Initial search phrases included "union leadership," "labor leaders," "leadership paradigms," "servant leadership," "servant-leadership," "union commitment," and "union participation." A review of those results revealed that little attention had been paid to union leaders as a unique source of leadership information. Despite this apparent lack of a separate theory of trade union leadership and the inherent differences between leadership in labor and more traditional organizational structures, a growing body of literature was uncovered which applied general leadership theory to union leadership, and

noted the effectiveness of transformational leadership in labor organizations (Buttigieg, Deery, & Iverson, 2008; Cregan, Bartram, & Stanton, 2009; Hammer, Bayazit, & Wazeter, 2009; Metochi, 2002; O'Connor & Mortimer, 2013; Twigg, Fuller, & Hester, 2008). These included the effects of transformational leadership on union commitment, union loyalty, union instrumentality, and union member participation. Additionally, research on the union commitment construct as a unique paradigm was uncovered. However, no studies specifically investigating the relationship of servant-leadership to union commitment were discovered.

In Chapter two, the theoretical framework of both servant-leadership and union commitment is explored. This includes both the historical basis and, in those instances where multiple current theories exist, the development of the specific theories and constructs used in this study. In the case of servant-leadership, this includes a comparison with the related construct of transformational leadership. Additionally, a brief review of the primary assessment instruments used to measure servant-leadership and union commitment are presented. This chapter concludes with a review of the salient points, and an outline of Chapter 3.

# **Theoretical Framework of Servant-Leadership**

# Leadership

Northouse (2010, p. 3) defined leadership as "a process whereby an individual influences a group of individuals to achieve a common goal." While accurate, Northouse's definition is overly simplistic, and fails to indicate the extreme complexity of the component psychological processes inherent in that definition – or the multitude of conflicting theories that have been developed to explain those processes. For example,

some psychological researchers have focused their studies and resulting theories on the personal traits and charisma of the individual leader (Bass and Bass, 2009; Bryman, 1993); some, on the power basis from which the leader operates (Rahim, Antonioni, Krumov, & Ilieva, 2000), some on the social context in which leadership arises or is exerted (Maner & Mead, 2010) – and some on the *quid pro quo* established between the individual leader and individual follower (Schyns & Day, 2010).

It is not the intention to examine the merits of the multitude of established leadership styles, or the theoretical underpinnings of those styles in this work. Rather, the above is offered as context to the reader – in which one can immediately identify that a diverse spectrum exists along which leadership researchers have built their corresponding theories. Inherent within that spectrum is the potential for the development of distinct theories of leadership that are similar enough to support the usefulness of other theories, while simultaneously being dissimilar enough to warrant the status of a unique theory. One such theory, relevant to this study, is Greenleaf's (1970, 1977, 2002) Servant-Leadership theory.

#### Greenleaf

Greenleaf's (1977, 2002) initial work formed the basis for servant-leadership theory. Inspired by Hess' (1956) essay, *The Journey to the* East, Greenleaf (1977, 2002) theorized that leadership is a conscious choice on the part of the leader - and arises from the sincere desire to empower individuals through service. Greenleaf (1977, 2002) explains:

It begins with the natural feeling one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different

from one who is leader first. The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is this: Do those served grow as persons? Do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived? (p. 27)

Greenleaf suggests that by the leader assuming a non-focal position – providing resources and support to a group without expectation or hope of acknowledgement – that individuals will emulate these behaviors and naturally assume a position of leadership in response to the urging of other group members, and in the interest of group success (Smith, Montagno, & Kuzmenko, 2004).

Notably absent from Greenleaf's initial description of servant-leadership is an operationalized definition of exactly what servant-leadership is – as well as a specific list of leader attributes or behaviors that qualify as servant-leadership behaviors. It was Spears (1994, 1995, 1998) who originally identified 10 primary characteristics, and actually distilled these characteristics into identifiable and quantifiable behaviors.

## **Spears**

While many researchers have identified combinations of functional attributes and behaviors that they believe best comprise Greenleaf's (1977/2002) servant-leadership construct (and designed corresponding assessments to quantify those attributes) (Barbuto & Wheeler, 2006a; Farling et al., 1999; Laub, 1999; Liden et al., 2008; Page & Wong, 2000; Russell & Stone, 2002; Sendjaya & Sarros, 2002, 2008), it was Larry Spears (1995,

1998) who first extracted the original 10 characteristics from Greenleaf's writings. These characteristics include *listening*, *empathy*, *healing*, *awareness*, *persuasion*, *conceptualization*, *foresight*, *stewardship*, *commitment to the growth of individuals*, and *building community* (Spears, 2004).

**Listening.** Successful leaders understand and appreciate the value of truly listening to others, and recognize its importance as a foundational component of good follower relations. Listening is a learned skill that not only enables the leader to obtain and absorb information, but also fulfills the need of the follower to be heard (Spears, 2004). As Woodrow Wilson (cited in Maxwell, 2003, p.41) noted: "The ear of the leader must ring with the voices of the people."

**Empathy.** The servant-leader strives to connect with and empathize with individuals. People need to be recognized not simply as members of a group or organization, or as "cogs in a wheel;" rather, as unique individuals with hopes, dreams, and aspirations of his or her own. For the servant-leader, this means acknowledging and honoring the inherent value of each individual - even in circumstances where one must reject their behaviors or performance as counterproductive (Spears, 2004).

Healing. One of servant-leadership's greatest strengths is the potential for healing both oneself and others. Many individuals have broken spirits, and life brings with it a variety of tribulations - tribulations that then get brought into the work environment. "Many times hurting people hurt others which can seriously undermine the goals and objectives of the organization" (Brewer, 2010, p.5). While pain and suffering is part of the human experience, servant-leaders recognize this not as a weakness, but as an opportunity to heal (or "make whole") and empower those with whom they come into

contact. In *The Servant as Leader*, Greenleaf (1970, p. 20) writes: "There is something subtle communicated to one who is being served and led if implicit in the compact between servant-leader and led is the understanding that the search for wholeness is something they share."

Awareness. A sense of awareness, both of the self, and of the organizational climate, strengthens the servant-leader. Awareness enables the servant-leader to recognize ethical and moral issues that could lead to conflicts of interest (Spears, 2004). Additionally, the knowledge gained from awareness allows the servant-leader to more clearly envision conflicting viewpoints, which allows for a more holistic understanding of both individuals and situations (Brewer, 2010). As Greenleaf (1970, p. 15) observed: "Awareness is not a giver of solace -- it is just the opposite. It is a disturber and an awakener. Able leaders are usually sharply awake and reasonably disturbed. They are not seekers after solace. They have their own inner serenity."

**Persuasion.** Servant-leaders rely on persuasion rather than positional authority in making individual and organizational decisions. The servant-leader seeks majority consensus rather than coercive compliance. This particular dimension provides the clearest distinction between the servant-leadership and traditional authoritarian model of leadership (Spears, 2004).

Conceptualization. Servant-leaders seek to examine a problem (or organization) from a conceptualizing perspective. That is, nurturing the ability to think beyond the day-to-day realities, and "dream big dreams" of the future. For many leaders, conceptualization is an attribute that takes an immense amount of practice. Servant-

leaders recognize and are aware of the delicate balance necessary to balance both a current- and future-focused approach (Spears, 2004).

**Foresight.** Foresight is the ability to recognize and grow from past failures. This includes the ability to accurately assess the likely consequences of future actions. This ability is rooted deeply in the intuitive mind. Foresight remains a largely unexplored area in leadership studies (Spears, 2004).

**Stewardship.** "Stewardship is personally holding yourself responsible for the success or failure of the organization. Stewardship, like service to others, personifies commitment to meeting the needs of others" (Brewer, 2010, p. 6).

Commitment to growth of the individual. Servant-leaders recognize that individuals have an intrinsic value beyond the tangible contributions brought to the organization. Consequently, the servant-leader is profoundly dedicated to the personal growth of each individual within the organization (Spears, 2004).

Building community. The servant-leader is cognizant of what influences both the workforce and society as a whole, and recognizes the loss that has occurred as large institutions rather than local communities become the primary shapers of human life. Greenleaf noted: "All that is needed to rebuild community as a viable life form for large numbers of people is for enough servant-leaders to show the way, not by mass movements, but by each servant-leader demonstrating his own unlimited liability for a quite specific community-related group" (as cited in Spears, 2004, para. 20). The community is both the source, and a reflection of, the organizational workforce.

Therefore, the work of the servant-leader impacts both the development of the organization and society as a whole (Spears, 2004).

#### **Barbuto and Wheeler**

Building directly on the works of Greenleaf (1970, 2002) and Spears (1995), Barbuto and Wheeler's (2002) conceptualization of servant-leadership began as a series of 11 distinct characteristics (Spear's original 10 attributes, plus *Calling*). Through the process of item reduction, Barbuto and Wheeler (2006a) distilled those 11 characteristics into five distinct factors: altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship.

Altruistic calling. Altruistic calling refers to the inherent desire to impact the lives of others in a positive, meaningful way. Beck (2010) notes that altruistic behavior can be either intrinsically or extrinsically motivated: either by a genuine desire to assist and uplift others, or from purely egotistical motives. The servant-leader acts from a position of self-sacrifice in order to benefit others (Barbuto & Wheeler, 2002).

Emotional healing. Emotional healing refers to both the commitment to, and skill involved in assisting others to overcome adversity (Barbuto & Wheeler, 2006a). Beck (2010) posits that servant-leaders, through a combination of empathy and refined listening skills, are better able to facilitate the healing process in others. Barbuto and Wheeler (2006) note that those leaders who rate high in emotional healing are adept at creating an environment in which others feel comfortable voicing both personal and professional issues.

**Wisdom.** Barbuto and Wheeler (2006a) defined wisdom as the consolidation of knowledge and utility. Wisdom is the foresight that arises from both an awareness of present circumstances and environment, and the potential consequences arising from their

interaction. Servant-leaders use this awareness to inform their opinions and guide the decision making process (Barbuto & Wheeler, 2006a).

Persuasive mapping. Persuasive mapping refers to the ability of the leader to both conceptualize and encourage others to "dream big dreams" (Barbuto & Wheeler, 2006a). Servant-leaders who score high in persuasive mapping influence others through the use of logic and reasoning rather than authority.

**Organizational stewardship.** Organizational stewardship refers to not only accepting personal responsibility for the health of the organization, but also positioning the organization to play a positive role within the larger community (Barbuto & Wheeler, 2006a). Beck (2010) noted that for the servant-leader, it is important to not only give back to the community, but to improve the community.

## Servant-Leadership versus Transformational Leadership

Initially proffered by Burns (1978), and later expanded on by Bass (1985, 2009), transformational leadership as a unique leadership style is conceptualized as containing four important component behaviors on the part of the leader: *idealized influence*, *inspirational motivation*, *intellectual stimulation*, and *individualized consideration*. By exhibiting these specific leadership behaviors, the transformational leader seeks to motivate followers to self-identify with pre-determined organizational goals, thereby increasing both morale and productivity (Parolini, Patterson, & Winston, 2008).

Idealized influence refers to the leader's ability to both embody and mirror to the follower a positive value set consistent with respectful leadership. In doing so, the leader hopes to inspire similar leadership behaviors in his or her followers. *Inspirational motivation* refers to the leaders ability to articulate a shared vision in such a way as to

inspire optimism about the vision, and motivate the follower to act. *Intellectual stimulation* refers to the degree to which the leader stimulates independent thinking. This includes challenging assumptions, supporting creative solutions – and genuinely valuing the learning that arises from mistakes made during the process. *Individualized consideration* refers to the extent to which the leader mentors the follower, and supports the individual in his or her personal and professional growth (Smith, Montagno, & Kuzmenko, 2004).

An initial examination of transformational and servant-leadership theories, both normative leadership approaches, reveals many analogous characteristics. So much so, in fact, that one could reasonably ask if there is any significant difference between the two theories — or if one theory is a subset of the other (Stone, Russell, & Patterson, 2004). For example, the respect, trust, and modeling inherent in transformational leadership's *idealized influence* corresponds closely to Spear's *ethics* and *awareness*. The mentoring and empowerment inherent in the *individualized consideration* paradigm closely resembles that of *commitment to the growth of the individual*, etc. Stone, Russell, and Patterson (2004) noted and examined the similarities between the behavioral characteristics outlined in each of the two leadership theories — attributing the similarities in part to an attempt to explain two people-oriented leadership styles. While both transformational leadership theory and servant-leadership theory are undoubtedly complementary in many respects, there is one uniquely distinct aspect of each theoretical framework that differentiates the two theories from each other: leader focus.

Both transformational and servant-leaders exert large amounts of influence on their followers. However, the focus of the transformational leader is mobilizing the follower to act on the goals and objectives of the organization - whereas the focus of the servant-leader is on the process of serving others (Russell & Stone, 2002). This is an important differentiation, as servant-leaders engender and empower organizational members to care for and strengthen one another – and in doing so, to strengthen and empower the organization. In a graphic representation of these two theories, transformational leadership places the followers at the base of the organizational triangle, and organizational goals at the apex. Conversely, servant leadership inverts the triangle – placing the servant-leader at the bottom-most point, and the followers' needs at the apex.

# **Servant Leadership Questionnaire**

The researcher in this study chose Barbuto and Wheeler's (2006a, 2006b) servant-leadership construct and accompanying Servant Leadership Questionnaire (SLQ) as the underlying basis for this study. This decision was based on Barbuto and Wheeler's (2006) use of and adherence to Greenleaf's (1977, 2002) original message, and incorporates Spears (1994) original 10 characteristics.

Barbuto and Wheeler's (2006b) Servant Leadership Questionnaire (SLQ).

The SLQ contains 23 questions scored on a four-point Likert scale (1=strongly disagree, 2=somewhat disagree, 3=somewhat agree, 4=strongly agree). The SLQ provides five sub-scores: altruistic calling, emotional healing, persuasive mapping, wisdom, and organizational stewardship.

Barbuto and Wheeler (2006b) give the following alpha levels to each of the five servant-leadership sub-scores: Altruistic calling:  $\alpha$ =.82; Emotional healing:  $\alpha$ =.91; Wisdom:  $\alpha$ =.92; Persuasive mapping:  $\alpha$ =.87; Organizational stewardship:  $\alpha$ =.89. Cronbach's  $\alpha$  for the entire scale=0.928. Subscale intercorrelations ranged from r=.47 to

r=.71. Confirmatory factor analysis, normed fit index=-0.96.

#### **Theoretical Framework of Union Commitment**

For the Industrial-Organizational psychologist, understanding leadership is an important component in understanding organizational effectiveness. Equally important, however, is a thorough understanding of human motivation, and how the individual interacts with and as a valuable member of an organization. As Barling (1988) and Fullagar (1984) both noted, it is impossible to examine organizational behaviors without acknowledging and examining the multiple roles unions represent to their respective organizations.

In order to accomplish this, it is important to understand the concept of union commitment. As Gordon (1980a, p. 480) and his colleagues pointed out, "...the ability of union locals to attain their goals is generally based on members loyalty, belief in the objectives of organized labor, and willingness to perform services voluntarily, commitment is part of the very fabric of unions." Until Gordon's work in 1980, the union commitment construct was only explored within the context of dual allegiance to both the union and workplace organization (Kerr, 1954; Purcell, 1954; Stagner, 1954).

### **Union Commitment**

Gordon and colleagues' (1980a) research represented the first attempt to examine union commitment as a construct independent of dual allegiance research. Following a conceptual framework initially outlined in the organizational commitment literature, Gordon (1980a, p. 480) defined union commitment as the "binding of an individual to an organization." In keeping with this organizational commitment foundation, Gordon and colleagues based their Union Commitment Scale on Porter and Smith's (1970, as cited in

Cook, Hepworth, Wall, & Warr, 1981) Organizational Commitment Scale - replacing the word *organization* with *union*. On review, Barling, Fullagar and Kelloway (1992) noted that factor analysis confirmed that four underlying dimensions best represent the union commitment construct.

Union loyalty. *Union loyalty* encompasses both the benefits resulting from and the pride one feels as a union member. This recognition of benefits mirrors the exchange relationship outlined previously by Steers (1977) in the organizational commitment literature. Additionally, Chadwick-Jones (1965) outlined both the intrinsic and extrinsic benefits of union membership. *Union loyalty* supports the notion that union members become and remain loyal to the union based on the degree to which the union-asorganization is able to satisfy individual needs.

**Responsibility to the union.** Responsibility to the union is a measure of the individual's willingness to safeguard the union's interest. While related to *willingness to work for the union, responsibility* measures the level of the member's willingness to fulfill the day-to-day obligations of union membership - such as ensuring the union is aware of information that supports its strategic goals, or ensure that management abides by the collective bargaining agreement.

Willingness to work for the union. Willingness to work for the union measures the individual members' willingness to provide service above and beyond that expected of a rank and file union member. This includes willingness to serve on committees, in focus groups, and potentially to serve as a delegate or shop steward.

**Belief in unionism.** *Belief in unionism* is a measure of the individual member's awareness and acceptance of the notion of collectivism. In Gordon's (1980a) scale, this is measured by the use of negatively worded survey items.

The dimensions identified by Gordon and colleagues have been successfully replicated in a number of studies (Fullagar, 1986; Klandermans, 1989; Ladd, Gordon, Beauvais, & Morgan, 1982; Tetrick, Thacker & Fields, 1989; Thacker, Fields, & Tetrick, 1989). However, Kelloway, Catano, and Southwell (1992) raised concerns over the dimensionality belief in unionism subscale, with its negatively worded items. This resulted in the development of a shorter, 13-item scale measuring loyalty, willingness to work for the union, and responsibility to work for the union. Further research by Gordon and Ladd (1993) confirms the useful of both the tridimensional union commitment construct, as well as the practicality of using a shorter scale for surveying large numbers of union members.

### **Commitment to the Union Scale (CTUS)**

Gordon's (1980b) *Commitment to the Union Scale* (CTUS) is composed of 37 positively- and negatively-worded questions scored on a five-point Likert scale (1=strongly agree, 2=agree, 3=neither agree nor disagree, 4=disagree, 5=strongly disagree). The CTUC provides an overall score of union commitment in addition to four sub-scale scores: union loyalty, responsibility to the union, willingness to work for the union, and belief in unionism. Gordon (1980a, p. 487) noted that each of the dimensions had "correlations between Factors 1-4 and their associated subscales of .91, .92, .92, and .76, respectively."

## **Union Participation**

Union participation has been measured as both a unidimensional and multidimensional construct (Shore & Newton, 1995). The multidimensional construct includes such antecedents as union members' attachment to unions (Newton & Shore, 1992), union commitment and loyalty (Fullagar & Barling, 1989; Gordon, Philpot, Burt, Thompson, & Spiller, 1980a; Thacker & Fields, 1989), and union instrumentality (DeCotiis & LeLouarn, 1981; Fullagar & Barling, 1989). For the purposes of this study, union participation as a construct was not explored. Rather, a series of activity-specific questions were asked and the answers combined into a participation score:

In the preceding 12 months, please indicate the number of times you have:

- 1. Attending Chapter/Membership meetings at your workplace.
- 2. Contributed to the Union's political action fund (PAC).
- 3. Encouraged coworkers to take an active role in union activities.
- 4. Reported contractual violations to the Union.
- 5. Spoke well of the Union to family, friends, or coworkers.

The preceding five questions were selected to measure positive union participatory behaviors in members of the sponsoring organization. Three criteria were used to create these questions: 1) the behavior had to be considered desirable by the sponsoring organization; 2) the expectation is that the member engages in these behaviors on a routine/monthly basis, and 3) that all members are expected to engage in these behaviors. These criteria exclude negative behaviors ("Spoke negatively of the Union to family, friends," etc.), infrequent behaviors (contract negotiations conducted every 2-5 years), or behaviors not expected of all members on a continual basis (Elections: All

members are not expected to run for all union positions during each electoral cycle;

Committee meetings limited to committee members). Scores were summed to create an overall union participation score, and this score was correlated with both the attributes of servant-leadership and the dimensions of union commitment.

### **Organizing versus Servicing Models**

In preparing this literature review and examining the effects of various leadership theories on the union-as-organization, one cannot help but notice the dichotomy that the academy appears to have completely ignored: that of the union-as-organization (UO) versus the union-as-a-collective (UC). In organized labor, this concept is most closely tied to the concepts of the *servicing* and *organizing* models of unionism, respectively. The servicing model, a "third party" system in which the emphasis is on the union-asorganization separate and apart from its membership - focuses on the use of formalized employment and legal procedures, and professional staff to accomplish its goals. As such, the servicing model of unionism most closely fits with Flander's (1970) model of "responsible" unionism (deTurberville, 2004). In contrast, the organizing model, which is closely allied to Hyman's (1975) image of radical unionism, is a "two-party" system of unionism in which the members are the organization – and is mostly closely aligned with the UC model. Under this model, the members' focus is on self-empowerment, and the use of creative and innovative, member-initiated and lead actions within both the work and social spheres to create change.

This dichotomy of "third party" unionism (i.e., the employer, the workers, and the union-as-organization) versus "two-party" unionism (i.e., the employer and the union-as-collective) may account for both the statistical effectiveness of transformational

leadership on the union-as-organization, while simultaneously accounting for the notable continuous decline in union density as offered by the Bureau of Labor Statistics' (BLS) periodic reports. The focus of these previous studies of labor leadership ultimately relied on the effectiveness of the leader, as Northouse (2010) suggested, to influence the follower to achieve the leaders' predetermined goals. This is consistent with a transformational approach to leadership, and with a "third party," or servicing philosophy of unionism. The servant-leadership approach, with its focus on empowering the individual to define his or her own goals, assume responsibility or ownership for their collective, and to mobilize his or her peers in the collective is consistent with the UC, or the organizing model. It is this UC philosophy of unionism that is expressed in the mission statements of the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO), currently the largest single labor organization in the United States, and the sponsoring organization for this study. Therefore, the use of the servant-leadership construct is appropriate in this study.

### Conclusion

The servant-leadership construct is an appropriate leadership construct to use within the context of the sponsoring organization's philosophy of unionism. While many models of servant-leadership have been proposed since the time of Greenleaf, the five attributes identified by Barbuto and Wheeler (2002) represent a consolidation and operationalization of Greenleaf's (1977, 2002) servant-leadership philosophy, as expressed by Spears (2004).

The extant literature involving union commitment and union member participation offer a basis of comparison for the results obtained in this study. Regardless

of the specific leadership paradigm examined in previous studies, the direct affect of the individual union commitment attributes on participation should remain constant.

### Summary

The five dimensions of the servant-leadership construct offered a viable, member-focused leadership paradigm through which both union commitment and union member participation could be explored. While related to transformational leadership, which has been used by organized labor with varying degrees of success, the researcher posits that the member-focused (versus organization-focused) leadership paradigm might be more useful to further the goals of the labor movement.

In Chapter 3, the methodology employed in this study is outlined. This includes a discussion of the research design and procedures, population and sample, methodological selection and justification, and both the research questions and associated hypotheses.

Chapter 3 will conclude with the expected findings, and a chapter summary.

### **CHAPTER 3. METHODOLOGY**

## **Purpose of the Study**

The purpose of this study was threefold: first, to identify if union leaders (Delegates, Contract Administrators, Organizers, or Officers) of the sponsoring organization are perceived by the membership as exhibiting any of the five attributes of servant-leadership as identified by Barbuto and Wheeler. Secondly, to assess if, and to what extent, union members exhibit any of the four attributes of union commitment as identified by Gordon. Finally, to determine if the presence of servant-leadership attributes impacted overall participation either directly, or through the mediating influence of union commitment.

## **Research Design**

This study was conducted using a quantitative, non-experimental correlational survey design. Specifically, Baron and Kenny's (1986) mediation analysis model was used. This involved a series of descriptive statistics, and 20 mediation analyses (which including linear and multiple regressions). While there is some disagreement with Baron and Kenny in the statistical literature regarding the use and power of the Sorbel test rather than the newer bootstrap method (Preacher & Hayes, 2004; Xinshu, Lynch, & Chen, 2010) in studies with small sample sizes of 20-70 cases, this study used a large sample size.

## **Target Population and Participant Selection**

The target population was the membership of a national, US-based national healthcare union whose membership totals greater than 250,000. The sampling methodology employed was convenience, and volunteers were recruited from among those union members with an email address on file with the union. The sample size was calculated through power analysis.

This study included 20 mediation analyses. The mediation analysis had the most stringent sample size requirement and was used to determine an appropriate sample size needed to achieve empirical validity. According to Frazier, Tix, and Barron (2004), the required sample size for mediation depends strongly on the correlation strength between the independent variable and the mediator. Conducting a mediation analysis reduces the effective sample size to be  $E = N*(1-r^2)$ , where N is the sample original sample size, E is the effective sample size, and r is the correlation coefficient between the independent variable and the mediator (Frazier, Tix, & Barron. 2004). Thus, to calculate the original sample size, the formula would be  $N = E/(1-r^2)$ . The required sample size for a regression with two predictors (the final mediation model), using a small effect size ( $f^2 = .02$ ), an alpha level of .05, and a generally accepted power of .80 is 485 according to G\*Power 3.1.7. This number was further calculated as  $485/(1-0.30^2) = 533$ , making the effective sample size to be 533. Thus, at least 533 participants were recruited.

#### **Procedures**

Potential participants were recruited from among the union membership using convenience sampling. Recruitment occurred via email invitation sent to union members by the union President, on behalf of the researcher. Potential participants were directed

via web link to a secure data collection site (http://www.psychdata.com), where they received information about the study, and were given the option to participate. Those who chose not to participate were thanked and logged out of the system. For those who chose to participate, informed consent was collected electronically and participants were directed to the study. Those who completed the survey were directed to an entry page where they were offered the choice of entering a lottery for a \$100 Amazon gift card. For the participants that chose to participate in the lottery, contact information was collected, and stored apart from any survey responses in a separate, secured data file. In either case, potential participants were provided with the name and contact information for both the researcher and mentor, so that any questions pre- or post-participation could be asked and answered to the participant's satisfaction. The number of actual recruitment emails sent was 136,000.

### **Instruments and Measures**

The assessment instruments used in this study were Barbuto and Wheeler's (2006b) *Servant Leadership Questionnaire* and Gordon, Philpot, Burt, Thompson, and Spiller's (1980b) *Commitment to the Union Scale*. Additionally, a series of activity-specific questions were asked to determine a participation rating. Demographic information was collected for purposes of determining generalizability. The specific variables were assessed are as follows: Independent/Predictor=Servant-leadership (*Altruistic calling, emotional healing, wisdom, persuasive mapping, organizational stewardship*); Intervening/Mediating=Union commitment (*Union loyalty, responsibility to the Union, Willingness to work for the Union, Belief in Unionism*); Dependent=Union participation.

### **Research Questions and Hypotheses**

- **RQ1.** Do union members perceive leaders as exhibiting the five Servant-Leadership attributes (Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship)?
- **RQ2.** Do union members exhibit the four Union Commitment attributes (Union loyalty, Responsibility to the union, Willingness to work for the union, and Belief in unionism)?
  - **RQ3.** To what extent do members participate in union activities?
- **RQ4.** To what extent does each of the four union member commitment scores mediate the relationship among the union members' perception of each of the five servant-leadership scores and union member participation?

For *Union Loyalty*:

 $H_04a$ : Union member loyalty does not significantly mediate the relationship between altruistic calling and union member participation.

 $\mathbf{H_a4a}$ : Union member loyalty significantly mediates the relationship between altruistic calling and union member participation.

**H<sub>0</sub>4b:** Union member loyalty does not significantly mediate the relationship between emotional healing and union member participation.

 $H_a4b$ : Union member loyalty significantly mediates the relationship between emotional healing and union member participation.

 $H_04c$ : Union member loyalty does not significantly mediate the relationship between wisdom and union member participation.

H<sub>a</sub>4c: Union member loyalty significantly mediates the relationship between

wisdom on union member participation.

 $\mathbf{H_04d}$ : Union member loyalty does not significantly mediate the relationship between persuasive mapping and union member participation.

 $H_a4d$ : Union member loyalty significantly mediates the relationship between persuasive mapping and union member participation.

 $H_04e$ : Union member loyalty does not significantly mediate the relationship between organizational stewardship and union member participation.

 $\mathbf{H_a4e}$ : Union member loyalty significantly mediates the relationship between organizational stewardship and union member participation.

For *Responsibility to the Union*:

 $\mathbf{H_04f}$ : Union member responsibility does not significantly mediate the relationship between altruistic calling and union member participation.

 $\mathbf{H_a4f:}$  Union member responsibility significantly mediates the relationship between altruistic calling and union member participation.

 $H_04g$ : Union member responsibility does not significantly mediate the relationship between emotional healing and union member participation.

 $\mathbf{H_a4g}$ : Union member responsibility significantly mediates the relationship between emotional healing and union member participation.

 $H_04h$ : Union member responsibility does not significantly mediate the relationship between wisdom and union member participation.

 $\mathbf{H_a4h}$ : Union member responsibility significantly mediates the relationship between wisdom and union member participation.

 $H_04i$ : Union member responsibility does not significantly mediate the relationship

between persuasive mapping and union member participation.

 $\mathbf{H_a4i:}$  Union member responsibility significantly mediates the relationship between persuasive mapping and union member participation.

 $H_04j$ : Union member responsibility does not significantly mediate the relationship between organizational stewardship and union member participation.

 $\mathbf{H_a4j}$ : Union member responsibility significantly mediates the relationship between organizational stewardship on union member participation.

For Willingness to Work for the Union:

 $H_04k$ : Union member willingness to work does not significantly mediate the relationship between altruistic calling and union member participation.

**H**<sub>a</sub>**4k:** Union member willingness to work significantly mediates the relationship between altruistic calling and union member participation.

 $H_041$ : Union member willingness to work does not significantly mediate the relationship between emotional healing and union member participation.

 $\mathbf{H_a4l}$ : Union member willingness to work significantly mediates the relationship between emotional healing and union member participation.

 $H_04m$ : Union member willingness to work does not significantly mediate the relationship between wisdom and union member participation.

 $H_a4m$ : Union member willingness to work significantly mediates the relationship between wisdom and union member participation.

 $H_04n$ : Union member willingness to work does not significantly mediate the relationship between persuasive mapping and union member participation.

H<sub>a</sub>4n: Union member willingness to work significantly mediates the relationship

between persuasive mapping and union member participation.

 $H_040$ : Union member willingness to work does not significantly mediate the relationship between organizational stewardship and union member participation.

 $H_a$ 40: Union member willingness to work significantly mediates the relationship between organizational stewardship and union member participation.

For Belief in Unionism:

 $H_04p$ : Union members' belief in unionism does not significantly mediate the relationship between altruistic calling and union member participation.

 $\mathbf{H_a4p}$ : Union members' belief in unionism significantly mediates the relationship between altruistic calling and union member participation.

 $H_04q$ : Union members' belief in unionism does not significantly mediate the relationship between emotional healing and union member participation.

 $H_a4q$ : Union members' belief in unionism significantly mediates the relationship between emotional healing and union member participation.

 $H_04r$ : Union members' belief in unionism does not significantly mediate the relationship between wisdom and union member participation.

 $\mathbf{H_a4r}$ : Union members' belief in unionism significantly mediates the relationship between wisdom and union member participation.

 $H_04s$ : Union members' belief in unionism does not significantly mediate the relationship between persuasive mapping and union member participation.

 $H_a4s$ : Union members' belief in unionism significantly mediates the relationship between persuasive mapping and union member participation.

H<sub>0</sub>4t: Union members' belief in unionism does not significantly mediate the

relationship between organizational stewardship and union member participation.

 $H_a4t$ : Union members' belief in unionism significantly mediates the relationship between organizational stewardship and union member participation.

## **Data Analysis**

Descriptive statistics. Data was exported from Psychdata.com and imported into SPSS version 22.0 for Mac. Descriptive statistics were conducted to describe the sample demographics and research variables used in analysis. Frequencies and percentages were calculated to describe any nominal (categorical) demographic information (Howell, 2010). This included gender and employer type (Hospital, Nursing Home, Assisted Living Facility, Pharmacy, Community-Based Organization, Home Care Agency). Exploration of the nominal demographics was performed to assure generalizability; if proportions match roughly with the population, an accurate cross section has likely been sampled.

Pre-Analysis Data Screening. Data was screened for accuracy, missing data and outliers or extreme cases. Descriptive statistics and frequency distributions were conducted to determine that responses are within possible range of values and that outliers do not distort the data. The presence of outliers was tested by the examination of standardized values. Standardized values represent how many standard deviations a participant's response falls from the mean, and were created for each subscale score. Cases were examined for values indicative of score 3.29 above or below the mean of the research variable, which indicate outliers as defined by Tabachnick and Fidell (2012). Outliers were removed so that they would not attribute to undue skew or kurtosis of the research variables. Cases with missing data were examined for non-random patterns.

Participants who did not complete major sections (over half) of the survey were excluded.

**Reliability.** Cronbach's alpha tests of reliability and internal consistency were conducted on each of the subscales. Also known as the coefficient alpha, the Cronbach's alpha provides the mean correlation between each pair of items and the number of items in a scale (Brace, Kemp & Snelgar, 2006). Cronbach's alpha coefficients will be evaluated using the guidelines suggested by George and Mallery (2010) where > .9 Excellent, > .8 Good, > .7 Acceptable, > .6 Questionable, > .5 Poor, < .5 Unacceptable. Research Questions

**RQ1.** Do union members perceive leaders as exhibiting the five Servant-Leadership attributes (Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship)?

To examine research question one, descriptive statistics were conducted to detail the five Servant Leadership scores. Means and standard deviations were provided to describe the central tendencies and spread of survey questions regarding servant-leadership. Servant-leadership was examined through five attributes, and documented Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship. Results were tabulated for ease of interpretation and narrative offered to provide a description of the distribution of scores.

Although Likert-type scales are technically ordinal scales, most researchers treat them as interval variables and use normal theory statistics with them. When there are five or more categories, there is relatively little harm in doing this (Johnson & Creech, 1983; Zumbo & Zimmerman, 1993). Once two or more Likert or ordinal items are combined, the number of possible values for the composite variable begins to increase

beyond five categories. Thus, it also is usual practice to treat these composite scores as interval variables.

**RQ2.** Do union members exhibit the four Union Commitment attributes (Union loyalty, Responsibility to the union, Willingness to work for the union, and Belief in unionism)?

To examine research question two, descriptive statistics were conducted to detail the four Union Commitment attributes. Means and standard deviations were provided to describe the central tendencies and spread of survey questions regarding Union Commitment. Union Commitment was examined through four attributes, and documented Union loyalty, Responsibility to the union, Willingness to work for the union, and Belief in unionism. All scores were treated as interval (see above explanation), and resulted in a total sum score for Union Commitment. The sum score mean and standard deviation were reported as well. Results were tabulated for ease of interpretation, and narrative provided a description of the distribution of scores.

**RQ3.** To what extent do members participate in union behaviors?

To examine research question three, descriptive statistics were conducted to detail union participation scores. Means and standard deviations were provided to describe the central tendencies and spread of survey questions regarding union participation. Union member participation was examined through five survey questions, and documented attendance, contribution, encouragement toward coworkers to take active roles, reporting of violations, and the tendency to speak well of the union to family, friends, and coworkers. All scores were treated as interval, and resulted in a total sum score for participation. The sum score mean and standard deviation are reported as well. Results

were tabulated for ease of interpretation, and narrative offered to provide a description of the distribution of scores.

**RQ4.** To what extent does each of the four union member commitment scores mediate the relationship among the union members' perception of each of the five servant-leadership scores and union member participation?

To assess research question four, 20 hypotheses are constructed:

For *Union Loyalty*:

 $H_04a$ : Union member loyalty does not significantly mediate the relationship between altruistic calling and union member participation.

 $H_a4a$ : Union member loyalty significantly mediates the relationship between altruistic calling and union member participation.

 $H_04b$ : Union member loyalty does not significantly mediate the relationship between emotional healing and union member participation.

 $H_a4b$ : Union member loyalty significantly mediates the relationship between emotional healing and union member participation.

 $H_04c$ : Union member loyalty does not significantly mediate the relationship between wisdom and union member participation.

 $H_a4c$ : Union member loyalty significantly mediates the relationship between wisdom on union member participation.

 $H_04d$ : Union member loyalty does not significantly mediate the relationship between persuasive mapping and union member participation.

 $H_a4d$ : Union member loyalty significantly mediates the relationship between persuasive mapping and union member participation.

 $H_04e$ : Union member loyalty does not significantly mediate the relationship between organizational stewardship and union member participation.

 $\mathbf{H_a4e}$ : Union member loyalty significantly mediates the relationship between organizational stewardship and union member participation.

For *Responsibility to the Union*:

 $\mathbf{H_04f}$ : Union member responsibility does not significantly mediate the relationship between altruistic calling and union member participation.

 $\mathbf{H_a4f:}$  Union member responsibility significantly mediates the relationship between altruistic calling and union member participation.

 $H_04g$ : Union member responsibility does not significantly mediate the relationship between emotional healing and union member participation.

 $H_a4g$ : Union member responsibility significantly mediates the relationship between emotional healing and union member participation.

 $H_04h$ : Union member responsibility does not significantly mediate the relationship between wisdom and union member participation.

 $\mathbf{H_a4h}$ : Union member responsibility significantly mediates the relationship between wisdom and union member participation.

 $\mathbf{H_04i}$ : Union member responsibility does not significantly mediate the relationship between persuasive mapping and union member participation.

 $\mathbf{H_a4i}$ : Union member responsibility significantly mediates the relationship between persuasive mapping and union member participation.

 $H_04j$ : Union member responsibility does not significantly mediate the relationship between organizational stewardship and union member participation.

 $\mathbf{H_a4j}$ : Union member responsibility significantly mediates the relationship between organizational stewardship on union member participation.

For Willingness to Work for the Union:

 $H_04k$ : Union member willingness to work does not significantly mediate the relationship between altruistic calling and union member participation.

 $\mathbf{H_a4k}$ : Union member willingness to work significantly mediates the relationship between altruistic calling and union member participation.

 $H_041$ : Union member willingness to work does not significantly mediate the relationship between emotional healing and union member participation.

**H<sub>a</sub>4l:** Union member willingness to work significantly mediates the relationship between emotional healing and union member participation.

 $H_04m$ : Union member willingness to work does not significantly mediate the relationship between wisdom and union member participation.

**H<sub>a</sub>4m:** Union member willingness to work significantly mediates the relationship between wisdom and union member participation.

 $H_04n$ : Union member willingness to work does not significantly mediate the relationship between persuasive mapping and union member participation.

 $\mathbf{H_a4n}$ : Union member willingness to work significantly mediates the relationship between persuasive mapping and union member participation.

 $H_040$ : Union member willingness to work does not significantly mediate the relationship between organizational stewardship and union member participation.

 $H_a40$ : Union member willingness to work significantly mediates the relationship between organizational stewardship and union member participation.

For *Belief in Unionism*:

 $H_04p$ : Union members' belief in unionism does not significantly mediate the relationship between altruistic calling and union member participation.

 $H_a4p$ : Union members' belief in unionism significantly mediates the relationship between altruistic calling and union member participation.

 $H_04q$ : Union members' belief in unionism does not significantly mediate the relationship between emotional healing and union member participation.

 $H_a4q$ : Union members' belief in unionism significantly mediates the relationship between emotional healing and union member participation.

 $H_04r$ : Union members' belief in unionism does not significantly mediate the relationship between wisdom and union member participation.

 $H_a4r$ : Union members' belief in unionism significantly mediates the relationship between wisdom and union member participation.

 $H_04s$ : Union members' belief in unionism does not significantly mediate the relationship between persuasive mapping and union member participation.

 $\mathbf{H_a4s}$ : Union members' belief in unionism significantly mediates the relationship between persuasive mapping and union member participation.

 $H_04t$ : Union members' belief in unionism does not significantly mediate the relationship between organizational stewardship and union member participation.

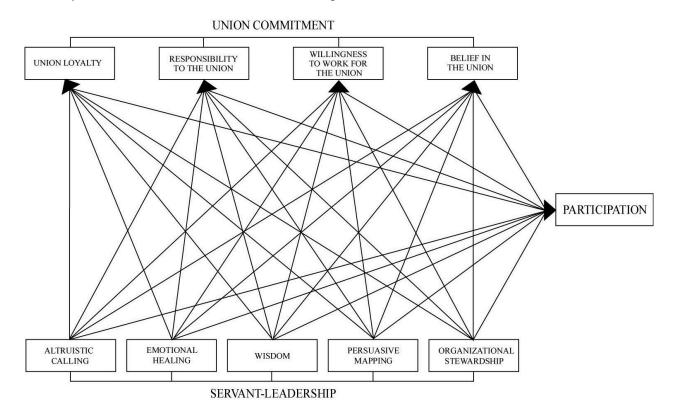
 $H_a4t$ : Union members' belief in unionism significantly mediates the relationship between organizational stewardship and union member participation.

To examine research question four, 20 mediation analyses were conducted. In these analyses, the four union commitment scores are considered intervening variables,

which may account for the relationship between the predictor variable and the outcome variable. The predictor variables are each of the five servant-leadership perception scores. The outcome variable was the overall union participation score. In a mediation model, there are two paths to the dependent variable (Baron & Kenny, 1986). The predictor variable predicts the dependent variable and the mediator predicts dependent variable. There is also a path from the predictor variable to the mediator (Figure 3.1). A series of regressions were conducted to assess mediation.

Figure 1

Pathways Between Predictor, Mediator, and Dependent Variables



First, linear regression was used to assess the independent variable (servant-leadership) as a predictor of the dependent variable (union member participation).

Second, a linear regression was used to assess the independent variable (servant

leadership) as a predictor of the mediator (union commitment). Third, a multiple regression was used to test the independent variable (servant leadership) and mediator (union commitment) as predictors of the dependent variable (union member participation). Mediation was established through examination of the three regressions each and is achieved through four steps using Baron and Kenny's method (1986):

- 1. IV predicts DV
- 2. IV predicts M
- 3. IV, M predicts DV
- 4. Establish either complete or partial mediation

In order to determine the presence of a mediating effect, four conditions must hold. First, the independent variable must significantly influence the dependent variable in regression one. This will be indicated by a significant regression model (p < .05) where variations in the independent variable can be used to predict variations in the dependent variable. Second, the independent variable must significantly influence the mediating variable in regression two. This will be indicated by a significant regression model (p < .05) where variations in the independent variable can be used to predict variations in the mediating variable. Third, the mediator must significantly influence the dependent variable while also controlling for the independent variable's effect; this is represented in regression three. This will be indicated by a significant regression model (p < .05) where the mediating variable and independent variable are both entered as predictors in a multiple linear regression predicting the dependent variable. Complete mediation occurs if the independent variable no longer significantly influences the dependent variable when the mediator and independent variable control for one another.

Individual *t*-tests were used to examine both predictor variables, and the corresponding p value for the independent variable should no longer indicate significance ( $p \ge .05$ ), while the mediator does indicate significance (p < .05) when both are entered in the same regression model.

Prior to analysis, the assumptions of the regression were assessed. To conduct a valid regression analysis, the researcher must assume that the two values to be regressed follow a similar linear pattern (i.e., linearity), and that predicted values follow a normal distribution (i.e., normality). The researcher must also assume that data falls equidistant from the regression line from one end to another (i.e., homoscedasticity). Normality and linearity were assessed through visual examination of normal P-P plots, and homoscedasticity was assessed by visual examination of residual scatterplots (Stevens, 2009). If data points on the normal P-P scatterplot did not lie equidistant to the normal line, normality was not assumed. If the distributions of residuals on the residual scatterplot did not roughly follow a rectangular distribution, homoscedasticity could not be assumed. If neither of the assumptions were met, results of the regression analysis could not be expected to hold true.

### **Ethical Considerations**

As a 15+-year employee of the sponsoring organization, a small number of potential ethical considerations needed to be addressed. To begin, organizational expectations for the researcher require the development of close personal relationships with the delegates and members in his geographic region and general service area. While the potential for risk of breaching confidentiality was minimal (due to the anonymous nature of survey research), the potential for coercion in recruitment did exist - either

directly by union members in the researcher's service area receiving the recruitment email, or indirectly by receiving a forwarded invitation email from another member. In order to minimize the potential for this, the sponsoring organization's MIS department was instructed to exclude all members and delegates who live or work in the researcher's service area from receiving the recruitment email. No member or delegate in the researcher's service area approached him regarding the study.

## **Expected Findings**

The following findings were expected:

**RQ1.** Do union members perceive leaders as exhibiting the five Servant-Leadership attributes (Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship)?

Due to the descriptive nature of RQ1, it was expected that Barbuto and Wheeler's (2006b) Servant Leadership Questionnaire would accurately assess and quantify if, and to what extent, the sample population perceive their leaders as exhibiting the five attributes of servant-leadership at the time data are collected.

**RQ2.** Do union members exhibit the four Union Commitment attributes (Union loyalty, Responsibility to the union, Willingness to work for the union, and Belief in unionism)?

Due to the descriptive nature of RQ2, it was expected that Gordon's (1980b)

Commitment to the Union Scale would accurately assess and quantify if, and to what extent, the sample population exhibit the four union commitment attributes at the time data are collected.

**RQ3.** To what extent do members participate in union activities?

Due to the descriptive nature of RQ3, it was expected that an accurate measure of the sample population's union activities would be obtained.

**RQ4.** To what extent does each of the four union member commitment scores mediate the relationship among the union members' perception of each of the five servant-leadership scores and union member participation?

It was expected that (H<sub>a</sub>4a- H<sub>a</sub>4t) each of the Servant-Leadership attributes (Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship), would significantly mediate the relationship between each of the dimensions of Union Commitment (Union loyalty, Responsibility to the union, Willingness to work for the union, and Belief in unionism) and union participation. Previous studies have indicated a relationship between Servant-Leadership and organizational commitment (the basis of union commitment), as well as between organizational commitment and productivity (union participation) (Drury, 2004; Russell & Stone, 2002). It was expected that a similar pattern would emerge with this study population and in this organizational structure.

## **Summary**

The methodology employed in this study included both a series of descriptive statistics, and Baron and Kenny's (1986) mediation model for hypothesis testing. A large sample size ensured that the potential for Type I errors was minimized. It was expected that descriptive statistics would accurately describe the level and extend that union members perceive union leaders as exhibiting the attributes of servant-leadership, that union members commitment to the union. Additionally, it was expected that union participation would be accurately quantified in the sample. Finally, it was expected that

each of the attributes of servant-leadership would significantly mediate the relationship between each of the dimensions of union commitment and union member participation.

In Chapter 4, the results of the data analysis are presented.

### **CHAPTER 4. DATA COLLECTION AND ANALYSIS**

## Introduction

In this chapter, the results and finding of the quantitative data analysis outlined in chapter 3 are presented. It begins with a description of the sample, including a summary of the categorical and continuous variables. Next, tests of the reliability and internal consistency of the two scales used in this study are examined. In the remainder of this chapter, the analysis and results used to examine research questions 1-3, and to test the hypotheses outlined in research question 4 are presented. Finally, this chapter will conclude with a brief summary of the results.

## **Description of the Sample**

Responses were collected from 535 participants and assessed for outliers. Eight participants were removed for outlying values (± 3.29 *SD* from the mean) on the Responsibility to the Union scale, and one participant was removed for an outlying value on the Belief in the Union scale. The final set of data consisted of responses from 526 participants. Of this sample, a majority was female (346, 67%). Much of the sample had either some college education (138, 26%), a Bachelor's degree (158, 30%), or a graduate degree (101, 19%). Most of the sample was employed in a hospital (291, 57%) and a majority were married or partnered (332, 63%). Demographic information can be found in Table 1.

Table 1

Categorical Demographic Information for the Sample

Demographic	n	%
Gender		
Male	149	29
Female	346	67
Other	22	4
Education		
High school diploma	61	12
Some college	138	26
Associate degree	66	13
Bachelor's degree	158	30
Master's / graduate degree	101	19
Employer		
Hospital	291	57
Nursing home	81	16
Assisted living facility	6	1
Homecare agency	36	7
Pharmacy	22	4
Community-based organization	21	4
Other	55	11
Marital Status		
Single	121	24
Married / Partnered	332	63
Widowed / Divorced	58	11

Participants reported ages between 20 and 81 years, with an average of 41.96 years old (SD = 12.43). Tenure with the employer ranged from zero to 46 years, with an average of 13.80 (SD = 10.16). Tenure with the union ranged from zero to 46, with an average of 14.01 (SD = 10.33). Means and standard deviations for the continuous demographic information are presented in Table 2.

Table 2

Means and Standard Deviations for Continuous Demographic Information

Demographic	Min.	Max.	M	SD
Age	20	81	41.96	12.43
Employer tenure	0	46	13.89	10.16
Union tenure	0	46	14.01	10.33

## **Details of the Analysis and the Results**

# Reliability

Cronbach's alpha tests of reliability and internal consistency were conducted on the subscales for servant-leadership and commitment to the union. The Cronbach's alpha provides mean correlation between each pair of items and the number of items in a scale (Brace, Kemp, & Snelgar, 2006). The alpha values were interpreted using the guidelines suggested by George and Mallery (2010) where a > .9 Excellent, > .8 Good, > .7 Acceptable, > .6 Questionable, > .5 Poor, < .5 Unacceptable. Results under servant leadership indicated excellent reliability for Altruistic calling (.95), Emotional healing (.96), Wisdom (.96), Persuasive mapping (.96), and Organizational stewardship (.96). Results under commitment to the union indicated excellent reliability for Union loyalty (.90) and Overall commitment to the union (.91). Results indicated good reliability for Responsibility to the union (.84), acceptable reliability for Belief in unionism (.79), and unacceptable reliability for Willingness to work for the union (.35). Cronbach's alpha tests of reliability are presented in Table 4.3.

Table 3

Cronbach's Alpha for Servant Leadership

Scale	No. of Items	α
Servant Leadership		
Altruistic Calling	4	.95
Emotional Healing	4	.96
Wisdom	5	.96
Persuasive Mapping	5	.96
Organizational Stewardship	5	.96
Commitment to the Union		
Union Loyalty	16	.90
Responsibility to the Union	7	.84
Willingness to work for the Union	4	.35
Belief in Unionism	3	.79
Overall Commitment to the Union	30	.91

## **Research Question 1**

**RQ1.** Do union members perceive leaders as exhibiting the five Servant-Leadership attributes (Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship)?

For research question one, under Servant leadership: the mean score for Altruistic calling was 10.37 (SD = 3.98), the mean score for Emotional healing was 8.49 (SD = 4.12), the mean score for Wisdom was 13.91 (SD = 4.96), the mean score for Persuasive mapping was 11.82 (SD = 5.10), and the mean score for Organizational stewardship was 13.66 (SD = 5.09).

## **Research Question 2**

**RQ2.** Do union members exhibit the four Union Commitment attributes (Union loyalty, Responsibility to the union, Willingness to work for the union, and Belief in unionism)?

For research question two, under Commitment to the union: the mean score for Union loyalty was -4.79 (SD = 12.18), the mean score for Responsibility to the union was 13.67(SD = 4.72), the mean score for Willingness to work for the union was 10.86 (SD = 2.89), the mean score for Belief in unionism was -9.56 (SD = 3.42), and the mean score for Overall commitment to the union was 10.17 (SD = 19.30).

## **Research Question 3**

**RQ3.** To what extent do members participate in union activities?

For research question 3, under participation scales: the mean score for attendance was 2.39 (SD = 3.01), the mean score for contribution was 4.46 (SD = 5.27), the mean score for encouragement was 3.87 (SD = 4.27), the mean score of report of violations was 1.64 (SD = 3.04), the mean score for speaking well of the union was 9.85 (SD = 14.76), and the mean score for the overall participation score was 22.05 (SD = 23.03). Mean and standard deviations for the various continuous variables can be found in Table 4.

Table 4

Means and Standard Deviations for Servant Leadership, Commitment to Union, and Participation Scales

Scale	N	M	SD
Servant leadership			
Altruistic calling	526	10.37	3.98
Emotional healing	526	8.49	4.12
Wisdom	526	13.91	4.96
Persuasive mapping	526	11.82	5.10
Organizational stewardship	526	13.66	5.09
Commitment to the union			
Union loyalty	526	-4.79	12.18
Responsibility to the union	526	13.67	4.72
Willingness to work for the union	526	10.86	2.89
Belief in unionism	526	-9.56	3.42
Overall commitment to the union	526	10.17	19.30

Scale	N	M	SD
Participation Scales			
Attendance	525	2.39	3.01
Contribution	523	4.46	5.27
Encouragement	521	3.87	4.27
Report of violations	521	1.64	3.04
Speaking well of the union	520	9.85	14.76
Overall participation score	525	22.05	23.03

### **Research Question Four**

**RQ4.** To what extent does each of the four union member commitment scores mediate the relationship among the union members' perception of each of the five servant-leadership scores and union member participation?

A Baron and Kenny mediation analysis was conducted to assess if any mediators affected the relationship between independent and dependent variables. To assess for mediation, three regressions were conducted. For mediation to be supported, four items must be met: 1) the independent variable must be related to the dependent variable, 2) the independent variable must be related to the mediator variable, 3) the mediator must be related to the dependent variable while in the presence of the independent variable, and 4) the independent variable should no longer be a significant predictor of the dependent variable in the presence of the mediator variable (Baron & Kenny, 1986).

In this analysis, the independent variable is Altruistic calling, the mediator is Union loyalty, and the dependent variable is Overall participation. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residual scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a

normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

First, the regression with Altruistic calling predicting Overall participation was conducted. The results of the regression were significant, F(1, 523) = 34.65, p < .001. This suggests that Altruistic calling was related to Overall participation. The regression with Altruistic calling predicting Union loyalty was conducted next. The results of the regression were significant, F(1, 524) = 119.13, p < .001. This suggests that Altruistic calling was related to Union loyalty. The regression with Altruistic calling, Union loyalty, and Participation was conducted last. The results of the regression were significant, F(2, 522) = 102.21, p < .001. This suggests that Altruistic calling and Union loyalty predicted Overall participation. Union loyalty was a significant predictor of Overall participation (B = -0.98, p < .001). Altruistic calling was no longer a significant predictor of Overall participation (B = 0.16, p = .509) while in the presence of Union loyalty. Since items 1, 2, 3, and 4 were all met, mediation can be supported. Results of the regressions are presented in Table 5.

Table 5

Regression Results with Union Loyalty Mediating the Relationship between Altruistic Calling and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall	Altruistic calling	1.44	0.25	.25	5.89	.001
Regression 2: Union loyalty	Altruistic calling	-1.32	0.12	43	-10.91	.001
Regression 3: Overall	Altruistic calling Union loyalty	0.16 -0.98	0.24 0.08	.03 52	0.66 -12.62	.509 .001

A Baron and Kenny mediation analysis was conducted to assess if Union loyalty mediated the relationship between Emotional healing and Overall participation. In this analysis, the independent variable is Emotional healing, the mediator is Union loyalty, and the dependent variable is Overall participation. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

First, the regression with Emotional healing predicting Overall participation was conducted. The results of the regression were significant, F(1, 523) = 36.81, p < .001. This suggests that Emotional healing was related to Overall participation. The regression with Emotional healing predicting Union loyalty was conducted next. The results of the regression were significant, F(1, 524) = 105.48, p < .001. This suggests that Emotional healing was related to Union loyalty. The regression with Emotional healing and Union

loyalty was conducted last. The results of the regression were significant, F(2, 522) = 102.91, p < .001. This suggests that Emotional healing and Union loyalty predicted Overall participation. Union loyalty was a significant predictor of Overall participation (B = -0.96, p < .001). Emotional healing was no longer a significant predictor of Overall participation (B = 0.27, p = .231) while in the presence of Union loyalty. Since items 1, 2, 3, and 4 were all met, mediation can be supported. Results of the regressions are presented in Table 6.

Table 6

Regression Results with Union Loyalty Mediating the Relationship between Emotional Healing and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Emotional healing	1.44	0.24	.26	6.07	.001
Regression 2: Union loyalty	Emotional healing	-1.21	0.12	41	-10.27	.001
Regression 3: Overall participation	Emotional healing Union loyalty	0.27 -0.96	0.23 0.08	.05 51	1.20 -12.57	.231

A Baron and Kenny mediation analysis was conducted to assess if Union loyalty mediated the relationship between Wisdom and Overall participation. In this analysis, the independent variable is Wisdom, the mediator is Union loyalty, and the dependent variable is Overall participation. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption

was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

First, the regression with Wisdom predicting Overall participation was conducted. The results of the regression were significant, F(1, 523) = 22.52, p < .001. This suggests that Wisdom was related to Overall participation. The regression with Wisdom predicting Union loyalty was conducted next. The results of the regression were significant, F(1, 524) = 102.33, p < .001. This suggests that Wisdom was related to Union loyalty. The regression with Wisdom and Union loyalty was conducted last. The results of the regression were significant, F(2, 522) = 101.97, p < .001. This suggests that Wisdom and Union loyalty predicted Overall participation. Union loyalty was a significant predictor of Overall participation (B = -1.01, P < .001). Wisdom was no longer a significant predictor of Overall participation (B = -0.06, D = .766) while in the presence of Union loyalty. Since items 1, 2, 3, and 4 were all met, mediation can be supported. Results of the regressions are presented in Table 7.

Table 7

Regression Results with Union Loyalty Mediating the Relationship between Wisdom and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Wisdom	0.94	0.20	.20	4.75	.001
Regression 2: Union loyalty	Wisdom	-0.99	0.10	40	-10.12	.001
Regression 3: Overall participation	Wisdom Union loyalty	-0.06 -1.01	0.19 0.08	01 53	-0.30 -13.19	.766 .001

A Baron and Kenny mediation analysis was conducted to assess if Union loyalty mediated the relationship between Persuasive mapping and Overall participation. In this analysis, the independent variable is Persuasive mapping, the mediator is Union loyalty, and the dependent variable is Overall participation. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

First, the regression with Persuasive mapping predicting Overall participation was conducted. The results of the regression were significant, F(1, 523) = 44.64, p < .001. This suggests that Persuasive mapping was related to Overall participation. The regression with Persuasive mapping predicting Union loyalty was conducted next. The results of the regression were significant, F(1, 524) = 130.40, p < .001. This suggests that Persuasive mapping was related to Union loyalty. The regression with Persuasive mapping and Union loyalty was conducted last. The results of the regression were significant, F(2, 522) = 103.18, p < .001. This suggests that Persuasive mapping and Union loyalty predicted Overall participation. Union loyalty was a significant predictor of Overall participation (B = -0.96, p < .001). Persuasive mapping was no longer a significant predictor of Overall participation (B = 0.25, D = .177) while in the presence of Union loyalty. Since items 1, 2, 3, and 4 were all met, mediation can be supported. Results of the regressions are presented in Table 8.

Table 8

Regression Results with Union Loyalty Mediating the Relationship between Persuasive Mapping and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Persuasive mapping	1.27	0.19	.28	6.68	.001
Regression 2: Union loyalty	Persuasive mapping	-1.07	0.09	45	-11.42	.001
Regression 3: Overall participation	Persuasive mapping Union loyalty	0.25 -0.96	0.19 0.08	.06 51	1.35 -12.21	.177 .001

A Baron and Kenny mediation analysis was conducted to assess if Union loyalty mediated the relationship between Organizational stewardship and Overall participation. In this analysis, the independent variable is Organizational stewardship, the mediator is Union loyalty, and the dependent variable is Overall participation. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

First, the regression with Organizational stewardship predicting Overall participation was conducted. The results of the regression were significant, F(1, 523) = 27.96, p < .001. This suggests that Organizational stewardship was related to Overall participation. The regression with Organizational stewardship predicting Union loyalty was conducted next. The results of the regression were significant, F(1, 524) = 133.18, p

< .001. This suggests that Organizational stewardship was related to Union loyalty. The regression with Organizational stewardship and Union loyalty was conducted last. The results of the regression were significant, F(2, 522) = 102.01, p < .001. This suggests that Organizational stewardship and Union loyalty predicted Overall participation. Union loyalty was a significant predictor of Overall participation (B = -1.02, p < .001). Organizational stewardship was no longer a significant predictor of Overall participation (B = -0.07, p = .703) while in the presence of Union loyalty. Since items 1, 2, 3, and 4 were all met, mediation can be supported. Results of the regressions are presented in Table 9.

Table 9

Regression Results with Union Loyalty Mediating the Relationship between Organizational Stewardship and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Organizational	1.02	0.19	.23	5.29	.001
Regression 2: Union loyalty	Organizational	-	0.09	45	-11.54	.001
Regression 3:						
Overall participation	Organizational	-	0.19	02	-0.38	.703
	Union loyalty	-	0.08	54	-12.93	.001

A Baron and Kenny mediation analysis was conducted to assess if Responsibility to union mediated the relationship between Altruistic calling and Overall participation.

In this analysis, the independent variable is Altruistic calling, the mediator is Responsibility to union, and the dependent variable is Overall participation. The relationship between Altruistic calling and Overall participation was previously

established. The regression with Altruistic calling predicting Responsibility to union was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 18.82, p < .001. This suggests that Altruistic calling was related to Responsibility to union. The regression with Altruistic calling and Responsibility to union was conducted last. The results of the regression were significant, F(2, 522) = 75.01, p < .001. This suggests that Altruistic calling and Responsibility to union predicted Overall participation. Responsibility to union was a significant predictor of Overall participation (B = -1.99, p < .001). Altruistic calling was a significant predictor of Overall participation (B = 1.01, p < .001) while in the presence of Responsibility to union. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 10.

Table 10

Regression Results with Responsibility to Union Mediating the Relationship Between Altruistic Calling and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Altruistic calling	1.44	0.25	.25	5.89	.001
Regression 2: Responsibility to	Altruistic calling	-0.22	0.05	19	-4.34	.001
Regression 3: Overall participation	Altruistic calling Responsibility to	1.01 -1.99	0.23 0.19	.17 41	4.44 -10.41	.001

A Baron and Kenny mediation analysis was conducted to assess if Responsibility to union mediated the relationship between Emotional healing and Overall participation. In this analysis, the independent variable is Emotional healing, the mediator is Responsibility to union, and the dependent variable is Overall participation. The relationship between Emotional healing and Overall participation was previously established. The regression with Emotional healing predicting Responsibility to union was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 36.19, p < .001. This suggests that Emotional healing was related to Responsibility to union. The regression with Emotional healing and Responsibility to union was conducted last. The results of

the regression were significant, F(2, 522) = 72.14, p < .001. This suggests that Emotional healing and Responsibility to union predicted Overall participation. Responsibility to union was a significant predictor of Overall participation (B = -1.96, p < .001). Emotional healing was a significant predictor of Overall participation (B = 0.87, p < .001) while in the presence of Responsibility to union. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 11.

Table 11

Regression Results with Responsibility to Union Mediating the Relationship between Emotional Healing and Overall participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Emotional healing	1.44	0.24	.26	6.07	.001
Regression 2: Responsibility to	Emotional healing	-0.29	0.05	25	-6.02	.001
Regression 3: Overall participation	Emotional healing Responsibility to	0.87 -1.96	0.22 0.20	.16 40	3.88 -10.02	.001

A Baron and Kenny mediation analysis was conducted to assess if Responsibility to union mediated the relationship between Wisdom and Overall participation. In this analysis, the independent variable is Wisdom, the mediator is Responsibility to union, and the dependent variable is Overall participation. The relationship between Wisdom and Overall participation was previously established. The regression with Wisdom predicting Responsibility to union was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular

distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 16.33, p < .001. This suggests that Wisdom was related to Responsibility to union. The regression with Wisdom and Responsibility to union was conducted last. The results of the regression were significant, F(2, 522) = 69.68, p < .001. This suggests that Wisdom and Responsibility to union predicted Overall participation. Responsibility to union was a significant predictor of Overall participation (B = -2.04, p < .001). Wisdom was a significant predictor of Overall participation (B = 0.61, p < .001) while in the presence of Responsibility to union. Since item 4 was not met, mediation cannot be supported.

Table 12

Regression Results with Responsibility to Union Mediating the Relationship between Wisdom and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Wisdom	0.94	0.20	.20	4.75	.001
Regression 2: Responsibility to	Wisdom	-	0.04	17	-4.04	.001
Regression 3: Overall participation	Wisdom	0.61	0.18	.13	3.33	.001
o veran participation	Responsibility to	-	0.19	42	-10.59	.001

A Baron and Kenny mediation analysis was conducted to assess if Responsibility to union mediated the relationship between Persuasive mapping and Overall

participation. In this analysis, the independent variable is Persuasive mapping, the mediator is Responsibility to union, and the dependent variable is Overall participation. The relationship between Persuasive mapping and Overall participation was previously established. The regression with Persuasive mapping predicting Responsibility to union was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 38.37, p < .001. This suggests that Persuasive mapping was related to Responsibility to union. The regression with Persuasive mapping and Responsibility to union was conducted last. The results of the regression were significant, F(2, 522) = 75.18, p < .001. This suggests that Persuasive mapping and Responsibility to union predicted Overall participation. Responsibility to union was a significant predictor of Overall participation (B = -1.92, p < .001). Persuasive mapping was a significant predictor of Overall participation (B = 0.81, p < .001) while in the presence of Responsibility to union. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 13.

Table 13

Regression Results with Responsibility to Union Mediating the Relationship between Persuasive Mapping and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Persuasive mapping	1.27	0.19	.28	6.68	.001
Regression 2: Responsibility to union	Persuasive mapping	-0.24	0.04	26	-6.19	.001
Regression 3: Overall participation	Persuasive mapping Responsibility to	0.81 -1.92	0.18 0.19	.18	4.47 -9.87	.001 .001

A Baron and Kenny mediation analysis was conducted to assess if Responsibility to union mediated the relationship between Organizational stewardship and Overall participation. The relationship between Organizational stewardship and Overall participation was previously established. The regression with Organizational stewardship predicting Responsibility to union was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 28.84, p < .001. This suggests that Organizational stewardship was related to Responsibility to union. The regression with Organizational stewardship and Responsibility to union was conducted last. The results of the regression were significant, F(2, 522) = 69.60, p < .001. This

suggests that Organizational stewardship and Responsibility to union predicted Overall participation. Responsibility to union was a significant predictor of Overall participation (B = -2.00, p < .001). Organizational stewardship was a significant predictor of Overall participation (B = 0.60, p = .001) while in the presence of Responsibility to union. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 14.

Table 14

Regression Results with Responsibility to Union Mediating the Relationship between Organizational Stewardship and Overall Participation

Organizational	1.02	0.19	.23	5.29	.001
Organizational	-	0.04	23	-5.37	.001
Organizational	0.60	0.18	.13	3.31	.001
	Organizational	Organizational - Organizational 0.60	Organizational - 0.04 Organizational 0.60 0.18	Organizational - 0.0423 Organizational 0.60 0.18 .13	Organizational - 0.0423 -5.37 Organizational 0.60 0.18 .13 3.31

A Baron and Kenny mediation analysis was conducted to assess if Willingness to work mediated the relationship between Altruistic calling and Overall participation. In this analysis, the independent variable is Altruistic calling, the mediator is Willingness to work, and the dependent variable is Overall participation. The relationship between Altruistic calling and Overall participation was previously established. The regression with Altruistic calling predicting Willingness to work was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly

from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 7.30, p = .007. This suggests that Altruistic calling was related to Willingness to work. The regression with Altruistic calling and Willingness to work was conducted last. The results of the regression were significant, F(2, 522) = 38.78, p < .001. This suggests that Altruistic calling and Willingness to work predicted Overall participation. Willingness to work was a significant predictor of Overall participation (B = -2.08, p < .001). Altruistic calling was a significant predictor of Overall participation (B = 1.27, p < .001) while in the presence of Willingness to work. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 15.

Table 15

Regression Results with Willingness to Work Mediating the Relationship between Altruistic Calling and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Altruistic calling	1.44	0.25	.25	5.89	.001
Regression 2: Willingness to work	Altruistic calling	-0.09	0.03	12	-2.70	.007
Regression 3: Overall participation	Altruistic calling Willingness to work	1.27 -2.08	0.24 0.33	.22 26	5.33 -6.35	.001 .001

A Baron and Kenny mediation analysis was conducted to assess if Willingness to work mediated the relationship between Emotional healing and Overall participation. In

this analysis, the independent variable is Emotional healing, the mediator is Willingness to work, and the dependent variable is Overall participation. The relationship between Emotional healing and Overall participation was previously established. The regression with Emotional healing predicting Willingness to work was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 48.10, p < .001. This suggests that Emotional healing was related to Willingness to work. The regression with Emotional healing and Willingness to work was conducted last. The results of the regression were significant, F(2, 522) = 33.90, p < .001. This suggests that Emotional healing and Willingness to work predicted Overall participation. Willingness to work was a significant predictor of Overall participation (B = -1.85, p < .001). Emotional healing was a significant predictor of Overall participation (B = 1.06, p < .001) while in the presence of Willingness to work. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 16.

Table 16

Regression Results with Willingness to Work Mediating the Relationship between Emotional Healing and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Emotional healing	1.44	0.24	.26	6.07	.001
Regression 2: Willingness to work	Emotional healing	-0.20	0.03	29	-6.94	.001
Regression 3:						0.04
Overall participation	Emotional healing	1.06	0.24	.19	4.41	.001
	Willingness to work	-1.85	0.34	23	-5.39	.001

A Baron and Kenny mediation analysis was conducted to assess if Willingness to work mediated the relationship between Wisdom and Overall participation. In this analysis, the independent variable is Wisdom, the mediator is Willingness to work, and the dependent variable is Overall participation. The relationship between Wisdom and Overall participation was previously established. The regression with Wisdom predicting Willingness to work was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 5.99, p = .015. This suggests that Wisdom was related to Willingness to work. The regression with Wisdom and Willingness to work was conducted last. The results of the regression were significant, F(2, 522) = 33.03, p < .001. This suggests that Wisdom and Willingness to

work predicted Overall participation. Willingness to work was a significant predictor of Overall participation (B = -2.14, p < .001). Wisdom was a significant predictor of Overall participation (B = 0.81, p < .001) while in the presence of Willingness to work. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 17.

Table 17

Regression Results with Willingness to Work Mediating the Relationship between Wisdom and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Wisdom	0.94	0.20	.20	4.75	.001
Regression 2: Willingness to work	Wisdom	-0.06	0.03	11	-2.45	.015
Regression 3: Overall participation	Wisdom Willingness to work	0.81 -2.14	0.19 0.33	.18 27	4.22 -6.46	.001

A Baron and Kenny mediation analysis was conducted to assess if Willingness to work mediated the relationship between Persuasive mapping and Overall participation.

In this analysis, the independent variable is Persuasive mapping, the mediator is Willingness to work, and the dependent variable is Overall participation. The relationship between Persuasive mapping and Overall participation was previously established. The regression with Persuasive mapping predicting Willingness to work was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next,

normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 22.19, p < .001. This suggests that Persuasive mapping was related to Willingness to work. The regression with Persuasive mapping and Willingness to work was conducted last. The results of the regression were significant, F(2, 522) = 40.35, p < .001. This suggests that Persuasive mapping and Willingness to work predicted Overall participation. Willingness to work was a significant predictor of Overall participation (B = -1.91, p < .001). Persuasive mapping was a significant predictor of Overall participation (B = 1.05, p < .001) while in the presence of Willingness to work. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 18.

Table 18

Regression Results with Willingness to Work Mediating the Relationship between Persuasive Mapping and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Persuasive mapping	1.27	0.19	.28	6.68	.001
Regression 2: Willingness to work	Persuasive mapping	-0.11	0.02	20	-4.71	.001
Regression 3: Overall participation	Persuasive mapping Willingness to work	1.05 -1.91	0.19 0.33	.23 24	5.59 -5.77	.001

A Baron and Kenny mediation analysis was conducted to assess if Willingness to work mediated the relationship between Organizational stewardship and Overall

participation. In this analysis, the independent variable is Organizational stewardship, the mediator is Willingness to work, and the dependent variable is Overall participation. The relationship between Organizational stewardship and Overall participation was previously established. The regression with Organizational stewardship predicting Willingness to work was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 10.62, p = .001. This suggests that Organizational stewardship was related to Willingness to work. The regression with Organizational stewardship and Willingness to work was conducted last. The results of the regression were significant, F(2, 522) = 34.59, p < .001. This suggests that Organizational stewardship and Willingness to work predicted Overall participation. Willingness to work was a significant predictor of Overall participation (B = -2.07, p < .001). Organizational stewardship was a significant predictor of Overall participation (B = 0.86, p < .001) while in the presence of Willingness to work. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 19.

Table 19

Regression Results with Willingness to Work Mediating the Relationship between Organizational Stewardship and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Organizational stewardship	1.02	0.19	.23	5.29	.001
Regression 2: Willingness to work	Organizational stewardship	-	0.02	14	-3.26	.001
Regression 3: Overall participation	Organizational stewardship Willingness to work	0.86	0.19 0.33	.19 26	4.55 -6.26	.001 .001

A Baron and Kenny mediation analysis was conducted to assess if Belief in unionism mediated the relationship between Altruistic calling and Overall participation. In this analysis, the independent variable is Altruistic calling, the mediator is Belief in unionism, and the dependent variable is Overall participation. The relationship between Altruistic calling and Overall participation was previously established. The regression with Altruistic calling predicting Belief in unionism was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 22.12, p < .001. This suggests that Altruistic calling was related to Belief in unionism. The regression with Altruistic calling and Belief in unionism was conducted last. The results of the

regression were significant, F(2, 522) = 107.42, p < .001. This suggests that Altruistic calling and Belief in unionism predicted Overall participation. Belief in unionism was a significant predictor of Overall participation (B = -3.29, p < .001). Altruistic calling was a significant predictor of Overall participation (B = 0.87, p < .001) while in the presence of Belief in unionism. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 20.

Table 20

Regression Results with Belief in Unionism Mediating the Relationship between Altruistic Calling and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Altruistic calling	1.44	0.25	.25	5.89	.001
Regression 2: Belief in unionism	Altruistic calling	-0.17	0.04	20	-4.70	.001
Regression 3: Overall participation	Altruistic calling Belief in unionism	0.87 -3.29	0.22 0.25	.15 49	4.01 -13.00	.001 .001

A Baron and Kenny mediation analysis was conducted to assess if Belief in unionism mediated the relationship between Emotional healing and Overall participation. In this analysis, the independent variable is Emotional healing, the mediator is Belief in unionism, and the dependent variable is Overall participation. The relationship between Emotional healing and Overall participation was previously established. The regression with Emotional healing predicting Belief in unionism was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly

from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 23.09, p < .001. This suggests that Emotional healing was related to Belief in unionism. The regression with Emotional healing and Belief in unionism was conducted last. The results of the regression were significant, F(2, 522) = 108.24, p < .001. This suggests that Emotional healing and Belief in unionism predicted Overall participation. Belief in unionism was a significant predictor of Overall participation (B = -3.28, p < .001). Emotional healing was a significant predictor of Overall participation (B = 0.87, p < .001) while in the presence of Belief in unionism. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 21.

Table 21

Regression Results with Belief in Unionism Mediating the Relationship between Emotional Healing and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Emotional healing	1.44	0.24	.26	6.07	.001
Regression 2: Belief in unionism	Emotional healing	-0.17	0.04	21	-4.81	.001
Regression 3: Overall participation	Emotional healing Belief in unionism	0.87 -3.28	0.21 0.25	.16 49	4.16 -12.96	.001 .001

A Baron and Kenny mediation analysis was conducted to assess if Belief in unionism mediated the relationship between Wisdom and Overall participation. In this analysis, the independent variable is Wisdom, the mediator is Belief in unionism, and the dependent variable is Overall participation. The relationship between Wisdom and Overall participation was previously established. The regression with Wisdom predicting Belief in unionism was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 13.57, p < .001. This suggests that Wisdom was related to Belief in unionism. The regression with Wisdom and Belief in unionism was conducted last. The results of the regression were significant, F(2, 522) = 103.88, p < .001. This suggests that Wisdom and Belief in unionism predicted Overall participation. Belief in unionism was a significant predictor of Overall participation (B = -3.36, p < .001). Wisdom was a significant predictor of Overall participation (B = 0.58, p = .001) while in the presence of Belief in unionism. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 22.

Table 22

Regression Results with Belief in Unionism Mediating the Relationship between Wisdom and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Wisdom	0.94	0.20	.20	4.75	.001
Regression 2: Belief in unionism	Wisdom	-0.11	0.03	16	-3.68	.001
Regression 3:						
Overall participation	Wisdom	0.58	0.17	.12	3.30	.001
	Belief in unionism	-3.36	0.25	50	-13.33	.001

A Baron and Kenny mediation analysis was conducted to assess if Belief in unionism mediated the relationship between Persuasive mapping and Overall participation. In this analysis, the independent variable is Persuasive mapping, the mediator is Belief in unionism, and the dependent variable is Overall participation. The relationship between Persuasive mapping and Overall participation was previously established. The regression with Persuasive mapping predicting Belief in unionism was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 30.72, p < .001. This suggests that Persuasive mapping was related to Belief in unionism. The regression with Persuasive mapping and Belief in unionism was conducted last. The results of the

regression were significant, F(2, 522) = 109.86, p < .001. This suggests that Persuasive mapping and Belief in unionism predicted Overall participation. Belief in unionism was a significant predictor of Overall participation (B = -3.23, p < .001). Persuasive mapping was a significant predictor of Overall participation (B = 0.76, p < .001) while in the presence of Belief in unionism. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 23.

Table 23

Regression Results with Belief in Unionism Mediating the Relationship between Persuasive Mapping and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall participation	Persuasive mapping	1.27	0.19	.28	6.68	.001
Regression 2: Belief in unionism	Persuasive mapping	-0.16	0.03	24	-5.54	.001
Regression 3: Overall participation	Persuasive mapping Belief in unionism	0.76 -3.23	0.17 0.25	.17 48	4.43 -12.70	.001

A Baron and Kenny mediation analysis was conducted to assess if Belief in unionism mediated the relationship between Organizational stewardship and Overall participation. In this analysis, the independent variable is Organizational stewardship, the mediator is Belief in unionism, and the dependent variable is Overall participation. The relationship between Organizational stewardship and Overall participation was previously established. The regression with Organizational stewardship predicting Belief in unionism was conducted next. Prior to analysis, the assumptions of the regression were assessed. Homoscedasticity was visually assessed using a residuals scatterplot; the

distribution did not deviate greatly from a rectangular distribution and the assumption was met. Next, normality was visually assessed using a normal P-P plot; the plot did not deviate greatly from the normal line and this assumption was met as well.

The results of the regression were significant, F(1, 524) = 16.63, p < .001. This suggests that Organizational stewardship was related to Belief in unionism. The regression with Organizational stewardship and Belief in unionism was conducted last. The results of the regression were significant, F(2, 522) = 105.75, p < .001. This suggests that Organizational stewardship and Belief in unionism predicted Overall participation. Belief in unionism was a significant predictor of Overall participation (B = -3.33, p < .001). Organizational stewardship was a significant predictor of Overall participation (B = 0.63, p < .001) while in the presence of Belief in unionism. Since item 4 was not met, mediation cannot be supported. Results of the regressions are presented in Table 24.

Table 24

Regression Results with Belief in Unionism Mediating the Relationship between Organizational Stewardship and Overall Participation

Dependent	Independent	В	SE	β	t	p
Regression 1: Overall	Organizational	1.02	0.19	.23	5.29	.001
Regression 2: Belief in unionism	Organizational	-	0.03	18	-4.08	.001
Regression 3: Overall	Organizational Belief in unionism	0.63	0.17 0.25	.14 50	3.69 -13.20	.001 .001

## **Summary and Conclusion**

A total of 20 Baron and Kenny (1986) mediation analyses were conducted to address research question 4. Of these mediation analyses, mediation was only supported when union loyalty was a mediator. Mediation was supported for all five servant-leadership scales with overall participation. Mediation was not supported when responsibility, willingness to work, and belief in unionism were used as mediators. Therefore, only union loyalty mediated the relationship between servant leadership scales and overall participation.

In the final chapter, a full discussion of the results will be offered. Additionally, limitations will be outlined. Finally, it will conclude with recommendations for future research and interventions.

# CHAPTER 5. RESULTS, CONCLUSIONS, AND RECOMMENDATIONS

#### Introduction

Chapter 5 concludes the findings of this study. Specifically, a summation of the most important points of previous four chapters, with particular emphasis placed on the data analysis completed in Chapter 4, is offered. This chapter also includes a review of the research questions and hypotheses. A discussion of conclusions, limitations, and recommendations for future research will conclude this work.

## **Summary of the Study**

The purpose of this study was to determine if the perception of servant-leadership attributes in union leaders had an effect on overall union member participation either directly, or through the mediating influence of union commitment. Attributes of servant-leadership were used as independent variables, overall union participation as the dependent variable, and aspects of union commitment as mediating variables in this study. The research questions and hypotheses of this study were as follows:

- **RQ1.** Do union members perceive union leaders as exhibiting the five Servant-Leadership attributes (Altruistic calling, Emotional healing, Wisdom, Persuasive mapping, Organizational stewardship)?
- **RQ2.** Do union members exhibit the four Union Commitment attributes (Union loyalty, Responsibility to the union, Willingness to work for the union, and Belief in unionism)?

**RQ3.** To what extent do members participate in union activities?

**RQ4.** To what extent does each of the four union member commitment scores mediate the relationship among the union members' perception of each of the five servant-leadership scores and union member participation?

For *Union Loyalty*:

 $H_04a$ : Union member loyalty does not significantly mediate the relationship between altruistic calling and union member participation.

 $H_a$ 4a: Union member loyalty significantly mediates the relationship between altruistic calling and union member participation.

 $\mathbf{H_04b}$ : Union member loyalty does not significantly mediate the relationship between emotional healing and union member participation.

**H<sub>a</sub>4b:** Union member loyalty significantly mediates the relationship between emotional healing and union member participation.

 $H_04c$ : Union member loyalty does not significantly mediate the relationship between wisdom and union member participation.

 $H_a4c$ : Union member loyalty significantly mediates the relationship between wisdom on union member participation.

 $H_04d$ : Union member loyalty does not significantly mediate the relationship between persuasive mapping and union member participation.

 $H_a4d$ : Union member loyalty significantly mediates the relationship between persuasive mapping and union member participation.

 $H_04e$ : Union member loyalty does not significantly mediate the relationship between organizational stewardship and union member participation.

 $H_a 4e$ : Union member loyalty significantly mediates the relationship between organizational stewardship and union member participation.

For *Responsibility to the Union*:

 $H_04f$ : Union member responsibility does not significantly mediate the relationship between altruistic calling and union member participation.

 $\mathbf{H_a4f:}$  Union member responsibility significantly mediates the relationship between altruistic calling and union member participation.

 $H_04g$ : Union member responsibility does not significantly mediate the relationship between emotional healing and union member participation.

 $\mathbf{H_a4g}$ : Union member responsibility significantly mediates the relationship between emotional healing and union member participation.

 $H_04h$ : Union member responsibility does not significantly mediate the relationship between wisdom and union member participation.

 $\mathbf{H_a4h}$ : Union member responsibility significantly mediates the relationship between wisdom and union member participation.

 $\mathbf{H_04i}$ : Union member responsibility does not significantly mediate the relationship between persuasive mapping and union member participation.

 $\mathbf{H_a4i:}$  Union member responsibility significantly mediates the relationship between persuasive mapping and union member participation.

 $\mathbf{H_04j}$ : Union member responsibility does not significantly mediate the relationship between organizational stewardship and union member participation.

 $\mathbf{H_a4j}$ : Union member responsibility significantly mediates the relationship between organizational stewardship on union member participation.

For Willingness to Work for the Union:

 $H_04k$ : Union member willingness to work does not significantly mediate the relationship between altruistic calling and union member participation.

 $H_a4k$ : Union member willingness to work significantly mediates the relationship between altruistic calling and union member participation.

 $H_041$ : Union member willingness to work does not significantly mediate the relationship between emotional healing and union member participation.

 $\mathbf{H_a4l}$ : Union member willingness to work significantly mediates the relationship between emotional healing and union member participation.

 $H_04m$ : Union member willingness to work does not significantly mediate the relationship between wisdom and union member participation.

 $H_a4m$ : Union member willingness to work significantly mediates the relationship between wisdom and union member participation.

 $H_04n$ : Union member willingness to work does not significantly mediate the relationship between persuasive mapping and union member participation.

 $\mathbf{H_a4n}$ : Union member willingness to work significantly mediates the relationship between persuasive mapping and union member participation.

 $H_040$ : Union member willingness to work does not significantly mediate the relationship between organizational stewardship and union member participation.

 $H_a4o$ : Union member willingness to work significantly mediates the relationship between organizational stewardship and union member participation.

For Belief in Unionism:

 $H_04p$ : Union members' belief in unionism does not significantly mediate the relationship between altruistic calling and union member participation.

 $\mathbf{H_a4p}$ : Union members' belief in unionism significantly mediates the relationship between altruistic calling and union member participation.

 $H_04q$ : Union members' belief in unionism does not significantly mediate the relationship between emotional healing and union member participation.

 $H_a4q$ : Union members' belief in unionism significantly mediates the relationship between emotional healing and union member participation.

 $H_04r$ : Union members' belief in unionism does not significantly mediate the relationship between wisdom and union member participation.

 $H_a4r$ : Union members' belief in unionism significantly mediates the relationship between wisdom and union member participation.

 $H_04s$ : Union members' belief in unionism does not significantly mediate the relationship between persuasive mapping and union member participation.

**H<sub>a</sub>4s:** Union members' belief in unionism significantly mediates the relationship between persuasive mapping and union member participation.

 $H_04t$ : Union members' belief in unionism does not significantly mediate the relationship between organizational stewardship and union member participation.

 $\mathbf{H_a4t}$ : Union members' belief in unionism significantly mediates the relationship between organizational stewardship and union member participation.

### **Summary of the Results**

The results of this study indicate that union members who participated in this

study do perceive the leaders of the sponsoring labor organization as exhibiting the five servant-leadership attributes. Additionally, union members who participated in this study self-reported as exhibiting each of the four union commitment attributes. The three most highly engaged in participatory activities were speaking well of the union, contributing to the union's political action fund, and encouraging coworkers to take an active role in union activities.

In addition, each attribute of servant-leadership showed a relationship with overall union member participation. This same pattern emerged with each attribute of servant-leadership showing a relationship with each attribute of union commitment. However, the only instance in which an attribute of union commitment consistently mediated the relationship between servant-leadership and overall union member participation was union loyalty. Therefore, based on the results of the data analysis presented in Chapter 4 ( $\alpha$  = .05), the following conclusions are offered for the hypotheses presented in research question 4:

For *Union Loyalty*:

 $H_04a$ : Union member loyalty does not significantly mediate the relationship between altruistic calling and union member participation.

 $H_a4a$ : Union member loyalty significantly mediates the relationship between altruistic calling and union member participation.

H<sub>0</sub>4a: Rejected.

 $H_04b$ : Union member loyalty does not significantly mediate the relationship between emotional healing and union member participation.

 $\mathbf{H_a4b}$ : Union member loyalty significantly mediates the relationship between emotional healing and union member participation.

H<sub>0</sub>4b: Rejected.

 $H_04c$ : Union member loyalty does not significantly mediate the relationship between wisdom and union member participation.

 $\mathbf{H_a4c}$ : Union member loyalty significantly mediates the relationship between wisdom on union member participation.

H<sub>0</sub>4c: Rejected.

 $H_04d$ : Union member loyalty does not significantly mediate the relationship between persuasive mapping and union member participation.

 $H_a4d$ : Union member loyalty significantly mediates the relationship between persuasive mapping and union member participation.

H<sub>0</sub>4d: Rejected.

 $\mathbf{H_04e}$ : Union member loyalty does not significantly mediate the relationship between organizational stewardship and union member participation.

 $H_a4e$ : Union member loyalty significantly mediates the relationship between organizational stewardship and union member participation.

H<sub>0</sub>4e: Rejected.

For *Responsibility to the Union*:

 $H_04f$ : Union member responsibility does not significantly mediate the relationship between altruistic calling and union member participation.

 $H_a4f$ : Union member responsibility significantly mediates the relationship between altruistic calling and union member participation.

H<sub>0</sub>4f: Failed to reject.

 $H_04g$ : Union member responsibility does not significantly mediate the relationship between emotional healing and union member participation.

 $\mathbf{H_a4g}$ : Union member responsibility significantly mediates the relationship between emotional healing and union member participation.

H<sub>0</sub>4g: Failed to reject.

 $H_04h$ : Union member responsibility does not significantly mediate the relationship between wisdom and union member participation.

 $\mathbf{H_a4h}$ : Union member responsibility significantly mediates the relationship between wisdom and union member participation.

**H<sub>0</sub>4h:** Failed to reject.

 $H_04i$ : Union member responsibility does not significantly mediate the relationship between persuasive mapping and union member participation.

 $\mathbf{H_a4i:}$  Union member responsibility significantly mediates the relationship between persuasive mapping and union member participation.

H<sub>0</sub>4i: Failed to reject.

 $H_04j$ : Union member responsibility does not significantly mediate the relationship between organizational stewardship and union member participation.

 $\mathbf{H_a4j}$ : Union member responsibility significantly mediates the relationship between organizational stewardship on union member participation.

H<sub>0</sub>4j: Failed to reject.

For Willingness to Work for the Union:

 $H_04k$ : Union member willingness to work does not significantly mediate the relationship between altruistic calling and union member participation.

 $H_a4k$ : Union member willingness to work significantly mediates the relationship between altruistic calling and union member participation.

H<sub>0</sub>4k: Failed to reject.

**H<sub>0</sub>4l:** Union member willingness to work does not significantly mediate the relationship between emotional healing and union member participation.

 $\mathbf{H_a4l}$ : Union member willingness to work significantly mediates the relationship between emotional healing and union member participation.

**H<sub>0</sub>4l:** Failed to reject.

 $H_04m$ : Union member willingness to work does not significantly mediate the relationship between wisdom and union member participation.

**H<sub>a</sub>4m:** Union member willingness to work significantly mediates the relationship between wisdom and union member participation.

 $H_04m$ : Failed to reject.

 $H_04n$ : Union member willingness to work does not significantly mediate the relationship between persuasive mapping and union member participation.

 $H_a4n$ : Union member willingness to work significantly mediates the relationship between persuasive mapping and union member participation.

H<sub>0</sub>4n: Failed to reject.

 $H_040$ : Union member willingness to work does not significantly mediate the relationship between organizational stewardship and union member participation.

 $\mathbf{H_a40}$ : Union member willingness to work significantly mediates the relationship between organizational stewardship and union member participation.

 $H_040$ : Failed to reject.

For Belief in Unionism:

 $H_04p$ : Union members' belief in unionism does not significantly mediate the relationship between altruistic calling and union member participation.

 $\mathbf{H_a4p}$ : Union members' belief in unionism significantly mediates the relationship between altruistic calling and union member participation.

 $H_04p$ : Failed to reject.

 $\mathbf{H_04q}$ : Union members' belief in unionism does not significantly mediate the relationship between emotional healing and union member participation.

 $H_a4q$ : Union members' belief in unionism significantly mediates the relationship between emotional healing and union member participation.

 $H_04q$ : Failed to reject.

 $H_04r$ : Union members' belief in unionism does not significantly mediate the relationship between wisdom and union member participation.

 $\mathbf{H_a4r}$ : Union members' belief in unionism significantly mediates the relationship between wisdom and union member participation.

H<sub>0</sub>4r: Failed to reject.

 $H_04s$ : Union members' belief in unionism does not significantly mediate the relationship between persuasive mapping and union member participation.

 $H_a4s$ : Union members' belief in unionism significantly mediates the relationship between persuasive mapping and union member participation.

H<sub>0</sub>4s: Failed to reject.

 $H_04t$ : Union members' belief in unionism does not significantly mediate the relationship between organizational stewardship and union member participation.

 $\mathbf{H_a4t}$ : Union members' belief in unionism significantly mediates the relationship between organizational stewardship and union member participation.

H<sub>0</sub>4t: Failed to reject.

### **Discussion of the Results**

One noteworthy point on the *Servant Leadership Questionnaire* is that while the Cronbach's alphas for each of the subscales of this assessment instrument are very good, the scale lacks a cumulative servant-leadership score. That is, while each of the attributes separately is well defined and near universally acknowledged attributes of servant-leadership, collectively they may not provide a clear or definitive picture of the servant-leader. Other researchers (Preiss, 2014) who have examined the Servant Leadership Questionnaire have also noted this point. It is important in this study in that it compartmentalizes the discussion that follows to the individual attributes. This allows for a fuller comparison of these results with studies that use other assessment instruments, and other dimensions of servant-leadership. This also allows future researchers to more fully explore each of these dimensions, and expand and consolidate each appropriately as future research reveals new information, without being inhibited by potential changes to a cumulative score.

Self-reporting by the membership of the sponsoring labor organization indicated that the members perceived their leaders as exhibiting the five attributes of servant-leadership. The level of each attribute varied greatly between respondents, as each

assessment was based on a specific organizational representative (delegate, contract administrator, organizer, or officer), at a specific point in time. Additionally, the highest levels of servant-leadership were seen in the attributes of wisdom, organizational stewardship, and persuasive mapping. Coupled with the lower ratings given on altruistic calling and emotional healing (arguably member-centered rather than organizational-centered attributes), these results could be indicators that the membership of the sponsoring organization feel that their leaders are less concerned with them as individuals, and more concerned with the value they bring to the organization as a whole. This interpretation is consistent with both Barbuto and Wheeler's explanation of servant-leadership attributes, and the collectivist nature of labor organizations.

In the case of union commitment, members of the sponsoring organization scored the highest on responsibility to the union, and willingness to work for the union.

Conversely, the lowest scores reported were union loyalty and belief in unionism. Based on Gordon's explanation of the attributes of union commitment, the results reported by the members of the sponsoring organization indicate a pattern of willingness to fulfill their organizational obligations (and to go above and beyond by serving in more proactive roles), while simultaneously rejecting the notion that the needs of the collective outweigh the needs of the individual. This interpretation of the results is reinforced when examined in relation to union participation scores. The highest participation activities scores (speaking well of the union, contributing to the political action fund) are notably those that take the least amount of personal time and commitment. The two lowest scores, attendance at meetings and reporting violations, are arguably those that require a greater amount of personal time and commitment.

While the respondents in this study reported lower scores on those attributes of servant-leadership and union commitment that emphasize the personal over the collective, this does not negate the statistical significance of the impact on servant-leadership on union commitment. The results of this study confirms that, in the case of the sponsoring organization, servant-leadership is a viable leadership paradigm with the potential to increase both commitment to the union-as-organization, as well as increasing overall union member participation. The results also indicate that the mechanism by which this is accomplished is in part due to the mediating effects of increased union loyalty.

### **Discussion of the Conclusions**

As outlined in Chapter 2, the primary focus of previous studies of servant-leadership have relied heavily on traditionally structured proprietary and voluntary organizations. While some studies have focused on entirely voluntary membership organizations (churches, community organizations), none have turned their focus on the unique organizational structure and culture of the labor union.

As noted earlier in this work, no previous studies were identified that specifically examined the effects of servant-leadership within the unique organizational context of organized labor. This study represents an initial effort to systematically assess those effects. As such, the results of this study offers labor leaders an additional and possibly more effective theoretical model on which to base future leadership training and organizational change efforts. Additionally, the results of this study provide researchers of servant-leadership with confirmation that the theory is relevant to organizational types other than those that have been previously studied.

#### Limitations

A number of limitations existed in this study. To begin, self-reporting of data by the union members, coupled with individual-level understanding of union commitment, created the potential for bias. Additionally, the inability of the methodology employed in this study to demonstrate a causal effect between the variables limits these results to the sponsoring organization. As noted earlier in the discussion, these results may be generalizable based on the demographic makeup of the respondents.

Finally, the wording of research questions one and two ("Do X exhibit..."), in the strictest sense, limits the researcher to a dichotomous and somewhat misleading "yes-no" answer. The nature of the Likert scale in both the SLQ and the CTUS preclude the possibility of a respondent from answering with absolute zero. Therefore, anyone (i.e., everyone) who is rated using these two scales will by default exhibit these attributes. While this is consistent with the human experience (every individual exhibiting each of these attributes, to a greater or lesser degree), a more meaningful expression of these two research questions might have been "to what extent do X exhibit...." As descriptive questions, this did not inhibit this study; research questions one and two being interpreted contextually. However, future researchers should avoid this seemingly innocuous wording.

## **Recommendations for Future Research and Interventions**

Based upon the outcomes of this study, the following recommendations are made:

1. The sponsoring organization, which hosted this study, operates using the "organizing model" of union membership. Replication of this study in an organization that operates using the "servicing model" of union membership could provide future

researchers with a more complete examination of the effects of servant-leadership in labor organizations. Additionally, replication of this study in an unrelated industry could confirm the usefulness of the servant-leadership construct in other, non-healthcare locals.

- 2. Union commitment (organizational commitment), included in this study on theoretical grounds, is one of a number of important factors that are known to impact union member participation. Other known factors include organizational culture, organizational justice, and union instrumentality. Studies examining the effects of servant-leadership on other known antecedents should be examined.
- 3. The sponsoring organization is encouraged to develop and implement, on a limited basis, a servant-leadership training program. The purpose of this training should be to develop and strengthen an understanding of servant-leadership, and the associated attributes in both elected and appointed leaders, with a focus on the added dimension of increasing union loyalty among the membership. This program should involve pre- and post-training assessment of those individuals taken through the program, as well as pre- and post-implementation assessment of serviced union members to determine the effectiveness of the training.
- 4. Those labor organizations seeking to explore or adopt the S-L model of leadership are encouraged to introduce the concept early in the leadership recruitment process. That is, potential future leaders should be exposed to the concepts before recruitment occurs. The manner of presentation should be formal, to differentiate that the practice of Servant-Leadership is an organizational priority, rather than a personal philosophy of the individual labor leader doing the recruiting. This could be presented as a one-day workshop, or part of a multi-session seminar on leadership.

#### Conclusion

While union density in the U.S. continues to decline year after year, so, too, does the quality of life for millions of hardworking Americans. The American Labor Movement, once a stronghold of social justice and change, and a collective voice for working people everywhere – has become a pale imitation of its former, glorious self. For the workers of today, the notion of supporting a family on a living wage earned from a single job, affordable healthcare, a reliable pension, or simply maintaining human dignity in an increasingly impersonal, technological, global society seems as unachievable as winning the lottery.

In the case of organized labor, death is not inevitable. In order to reverse these trends, Labor must re-evaluate its role within the context of the modern worker and modern world. This includes examining the union as an organization: its mission, goals, means of operation, culture, and how it is led. Effective leadership is essential to the optimal growth and functioning of any organization.

This study of servant-leadership presents Labor with an alternative paradigm on which to create change and encourage growth of the labor movement. The results of this study indicate that servant-leadership can positively impact both union commitment and union member participation – both necessary components for the continued survival and future growth of both the individual local and the labor movement as a whole. By empowering and growing the individual in the unique way afforded by servant-leadership, it is hoped that the labor movement can once again become as empowered and as effective a voice for working people as it once was.

We are the Union! The mighty, mighty Union!

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## APPENDIX A. STATEMENT OF ORIGINAL WORK

# **Academic Honesty Policy**

Capella University's Academic Honesty Policy (3.01.01) holds learners accountable for the integrity of work they submit, which includes but is not limited to discussion postings, assignments, comprehensive exams, and the dissertation or capstone project.

Established in the Policy are the expectations for original work, rationale for the policy, definition of terms that pertain to academic honesty and original work, and disciplinary consequences of academic dishonesty. Also stated in the Policy is the expectation that learners will follow APA rules for citing another person's ideas or works.

The following standards for original work and definition of *plagiarism* are discussed in the Policy:

Learners are expected to be the sole authors of their work and to acknowledge the authorship of others' work through proper citation and reference. Use of another person's ideas, including another learner's, without proper reference or citation constitutes plagiarism and academic dishonesty and is prohibited conduct. (p. 1)

Plagiarism is one example of academic dishonesty. Plagiarism is presenting someone else's ideas or work as your own. Plagiarism also includes copying verbatim or rephrasing ideas without properly acknowledging the source by author, date, and publication medium. (p. 2)

Capella University's Research Misconduct Policy (3.03.06) holds learners accountable for research integrity. What constitutes research misconduct is discussed in the Policy:

Research misconduct includes but is not limited to falsification, fabrication, plagiarism, misappropriation, or other practices that seriously deviate from those that are commonly accepted within the academic community for proposing, conducting, or reviewing research, or in reporting research results. (p. 1)

Learners failing to abide by these policies are subject to consequences, including but not limited to dismissal or revocation of the degree.

# Statement of Original Work and Signature

I have read, understood, and abided by Capella University's Academic Honesty Policy (3.01.01) and Research Misconduct Policy (3.03.06), including Policy Statements, Rationale, and Definitions.

I attest that this dissertation or capstone project is my own work. Where I have used the ideas or words of others, I have paraphrased, summarized, or used direct quotes following the guidelines set forth in the APA *Publication Manual*.

Learner name and date Patrick Duncan, 2-1-15

Mentor name and school Ricky Fenwick; Harold Abel School of Social and Behavioral Sciences