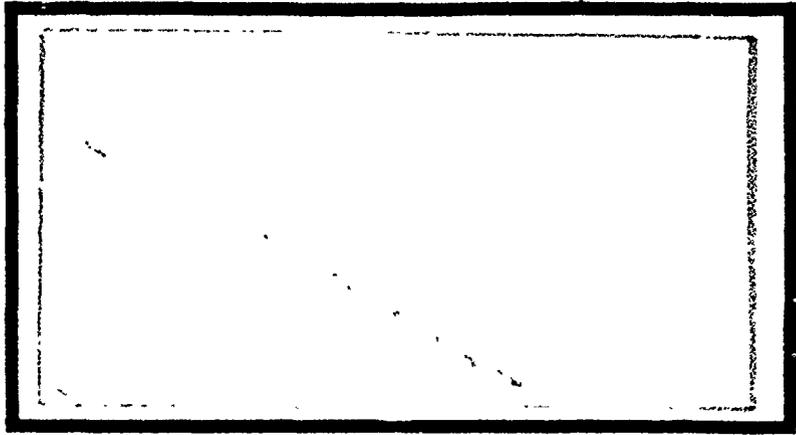


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UNIONIZATION OF THE MILITARY:

AN ATTITUDE SURVEY

Leonard A. Amerise, Captain, USAF
Wilfred F. Hoyt, Captain, USAF

SLSR 25-76A

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The possible unionization of the Armed Forces of the United States has been receiving ever increasing attention. The American Federation of Government Employees has been exploring the possibility of unionization for the U.S. military. Since military personnel can no longer take the continued support of the public and the paternalism of Congress for granted in guaranteeing career benefits, the groundwork may be laid for the unionization of U.S. forces. In formulating policy to deal with this matter, an understanding of the attitudes of Air Force personnel toward unionization would be useful. Eight hundred Air Force officers and 800 Air Force enlisted personnel were randomly selected and sent a questionnaire designed to determine attitudes toward unions. In looking at overall response, there is no indication of any overwhelming desire for union representation, nor, with the exception of field grade officers, is there a decisive rejection. The minority that does favor a military union represents a sizeable number. A majority of personnel felt the need for a lobbying effort on their behalf with Congress. While many personnel have made up their minds on the question of military unionization, the final balance of opinion will rest with those still undecided.

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This thesis, written by

Captain Leonard A. Amerise

and

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has been accepted by the undersigned on behalf of the
faculty of the School of Systems and Logistics in partial
fulfillment of the requirements for the degree of

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COMMITTEE CHAIRMAN

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I. INTRODUCTION AND BACKGROUND

STATEMENT OF THE PROBLEM

There is an increasing interest in and discussion of the possibility of unionizing personnel in the United States armed forces. Several social and environmental forces may have combined to raise this level of interest. First, there has been an increase in military unionization in Western Europe that appears to set a strong precedent. Second, the increasing emphasis on individual rights coupled with the formation of an all volunteer force has produced a more intelligent and demanding serviceman. Finally, a perceived continuing erosion of career benefits may have fostered discontent with the present system. In addition, the American Federation of Government Employees (AFGE), has been actively exploring the possibility of unionization for the U.S. military. However, the attitude of active duty military members concerning the subject is unclear. This combination of social forces and an increased awareness of the possibility of a military union would seem to dictate that the U.S. Air Force and the Department of Defense should evaluate the attitudes of military personnel toward an active duty military labor union. These attitudes should be evaluated in an attempt to determine if Air Force personnel feel the need for union

representation and what underlying factors, if any, may be responsible for these feelings.

JUSTIFICATION

Growth of Federal Labor Unions

Forty years ago, it was generally agreed that federal employees did not have the right to engage in collective bargaining. In regard to the collective rights of federal employees, Franklin D. Roosevelt wrote in 1937:

All government employees should realize that the process of collective bargaining, as usually understood, cannot be transplanted into the public service. It has its distinct and insurmountable limitations when applied to public personnel management. The very nature and purpose of government make it impossible for administrative officials to represent fully or to bind the employer in mutual discussions with government employee organizations [8:21].

Within thirty years this attitude had changed significantly.

In 1962, President John F. Kennedy signed Executive Order 10988, guaranteeing federal employees the right to collective recognition (1:1). In 1969, President Nixon issued Executive Order 11491, "Labor-Management Relations in the Federal Service." This provided a current federal labor relations program which recognized the needs of both government agencies and labor with no detriment to the public interest (20:60). In addition President Nixon also initiated Executive Order 11616 which strengthened collective bargaining even further by encouraging the use of negotiation and third party involvement (20:67). Due to

these Executive Orders and an increasingly favorable governmental climate (1:4), federal unionization has realized substantial growth. From 1960 to 1969 union membership by all government employees increased by over one hundred per cent. The corresponding increase in the private sector was considerably smaller at 6.4 per cent (1:1). Today the American Federation of Government Employees has over 650,000 members alone, and plans to grow even larger in the near future (17:26). As unionization in the federal sector increases there exists the possibility it will some day reach the American uniformed military.

Unionization in the Public Sector

In 1969, Air National Guard technicians were legally classified as federal employees and given the right to collective organization. As of 1974, 60 per cent of all Air National Guard technicians enjoyed union representation (1:5). Collective bargaining has permeated other areas of public service as well.

Less than twenty years ago, collective bargaining in public education was considered inconceivable, yet today it is a way of life (18:21). This trend toward unionization in public education may provide a real parallel to the U.S. military. The following points are of particular interest. First, union membership in education arose in a climate of employer sovereignty and a unity of direction to the mission. Secondly, collective bargaining arose

even though an extensive set of legal and procedural guarantees of tenure and due process were already in existence (19:21). Finally, collective bargaining in education arose in an environment of changing social and economic pressures, pressures that resulted in the recruitment of a better educated teacher with a higher economic and career expectation. At the same time, the entire education system was feeling the impact of increasing social criticism, and was under pressure to exercise greater and greater monetary controls (18:21). Education is not the only area from which parallels can be drawn.

The movement of nurses for collective bargaining rights has shown that there are advantages to be derived from the right to bargain collectively. The research findings of Bailey support the proposition that where nurses have recourse to collective bargaining they are more highly regarded professionally. This higher status resulted in more successful recruitment (2:103).

A second finding showed that the movement toward collective bargaining in nursing proved to be an influential factor in the adoption of improved pay and fringe benefits even in areas without collective bargaining. This confirmed that a major motivation behind these improvements was the fear of hospital officials that failure to take affirmative action would force nurses to union membership (2:104).

No discussion of unionization, federal or private, can be complete without some mention of collective

bargaining's most potent weapon, the strike (10:89). The Taft-Hartley Act of 1947 reaffirmed the Lloyd-La Follette no-strike provision for federal employees (10:27). "The fact that strikes are prohibited by law has virtually no meaning [9:49]." In reality, public employees have used the strike with continued success (10:96). In March, 1970, U.S. postmen went on strike in direct violation of federal law. The strike was nation-wide, and effectively forced a cabinet level officer to the bargaining table to negotiate the non-negotiable item of wages (11:27). Without an organized union such a strike would have been impossible.

E. Wight Bakke, Sterling Professor of Economics, Yale University, made eight predictions regarding collective bargaining in the public sector. The first of these stated, "Unionization in the public sector will increase rapidly and extensively [3:21]." His next prediction stated, that "unionism in the public sector in the foreseeable future is going to be militant, . . . [3:31]." He concluded that: "The record of success by public employees who have resorted to strikes encourages confidence that, notwithstanding its illegality, is a method that gets results [3:31]." From these illustrations it is evident that the mere fact that a union is not allowed to strike is no guarantee against such recourse. Yet, it has been the experience of European nations with unionized militaries that strike tactics are never employed (19:50).

European Military Unions

Although unionized since 1967, Austrian soldiers do not feel that they have the right to strike, even though it is not legally prohibited by their government (13:50). In addition to Austria, the uniformed servicemen of five other European countries enjoy union membership. They are Sweden, Denmark, Germany, Norway, and The Netherlands. The military unions in these six countries have been effective in improving pay, vacations, per diem, and working conditions. Such benefits are in keeping with the main objectives of these unions: safeguarding the members in everything connected to their financial circumstances (13:35). Probably the most interesting example is that of the Dutch.

According to Cortright, the Union of Conscripted Soldiers (VVDM), possibly the world's first real serviceman's union, has made significant accomplishments in a relatively brief period of time. During the past six years pay and allowances have been increased, haircut regulations eliminated, and saluting has become optional. The VVDM has helped the Dutch military to become one of the highest paid, progressively managed armed forces in the world (5:14). In an interview with Air Force Times reporters on November 1, 1974, Paul Regouin, a member of the VVDM executive board, stated:

Discipline can be achieved in two ways. The old way, and the way it seems in the U.S. at the moment, is to say, "Behave, or be placed in jail." The other way, however, is for soldiers to see the necessity of the job on their own and to be motivated to do it [5:14].

Apparently, in the case of the Dutch, a military union has been compatible with military discipline.

Another example of how a military union can operate effectively in a military environment can be found in Norway. Norwegian officers have unionized, and in doing so found acceptance by the civilian population (19:49). Prior to their organization Norwegian military personnel had difficulty communicating their needs to the government. Their union has united these officers into a cohesive representative body (19:49). The experience of Norway and other European nations may have implications toward the unionization of U.S. military forces.

Implications for the United States

Grabler and Quinn have stated that the precedent of European military unionization is not applicable to the United States (19:53). It was argued by Quinn and Grabler that since the U.S. Congress is charged by the Constitution with maintaining the armed forces, a paternalistic attitude toward the military has developed. This alone can provide for the social and economic welfare of the serviceman. Any military union would be hard pressed to improve current benefits (19:52). This is basically true, but relies heavily on the continuing support of the general public. Attempts to unionize the American military have not been seriously considered due to lack of perceived need (10:93).

A more recent study by Hagen indicated that the traditional Congressional paternalism and public support may no longer be adequate to guarantee the continued welfare of the American serviceman (10:95). The recent erosion of military benefits could be an indication that Congressional attitudes are changing. An example of this changing mood is evident from the severe cuts made to the Defense Appropriation Bill in 1974. Specifically, the U.S. Senate made the following changes or denials:

1. denied money for lower grade enlisted personnel dependent travel
2. cut deeply into money earmarked to pay for accrued leave
3. increased cuts in PCS and TDY travel
4. cut proficiency pay and directed phase-out of the program by 1976
5. cut funds for dependent education
6. refused to fund enlisted associate degree programs
7. cut CHAMPUS fund by 31 million dollars
8. reduced commissary personnel funding by \$4.7 million [23:514].

As a result of these extensive cuts in military funding it appears Congress may no longer hold a paternal attitude, and the groundwork may be laid for the unionization of U.S. forces.

According to Hagen, the Office of Management and Budget (OMB) has recommended that military pay increases be based on an annual survey of professional, administrative, technical and clerical employees' salaries in the private sector. In addition, Public Law 90-207 required that military personnel automatically be given like amounts whenever federal civilian employees receive pay increases (10:69).

In reality, however, the military has not always realized these guarantees. The most recent example of this was evidenced by the 1974 pay increase. A survey by the Civil Service Commission and OMB indicated an average gain of 6.4 per cent by civilian employees for the period ending 31 March 1974. The Director, OMB, recommended a 5.52 per cent increase for federal workers, effective in October, 1974, seven months after this cost of living actually occurred (16:70). This situation resulted in the American Federation of Government Employees (AFGE) requesting help from military personnel in an effort to persuade Congress to override the proposed delay of the pay raise (16:70). Congress voted 65-35 to override the delay, but would not consider the AFGE's claim that an 8.4 per cent raise would more adequately match the inflationary spiral.

In a survey of military personnel in the San Diego area, the Defense Manpower Commission found feelings of dismay and disillusionment among military personnel over the erosion of benefits. This unrest, generated by

constant change, caused the frequent mention of military unionization (10:79).

In addition, the U.S. Constitution leaves the door open for military unionization. Lawyers for both the Pentagon and the American Federation of Government Employees (AFGE) agree that the First Amendment's "right of the people peaceably to assemble, and to petition the government for a redress of grievances" provides sufficient legal justification for a serviceman's union (17:26). As legal entitlements become evident, unionization of the American military has become a distinct possibility.

According to The Wall Street Journal, as of June 27, 1975 the AFGE was planning a campaign to organize the active duty military. The campaign could become a reality in 1976. Although the union envisioned a limited role on behalf of military personnel, the scope of its activities could gradually increase as was the case with other federal employee unions. Up to 1975, the discussion had been almost exclusively between the Pentagon and the AFGE (17:26). Since that time, the issue has aroused an increasing interest at all levels of government.

In the May 3, 1976, issue of the Air Force Times a summary of the latest Defense Manpower Survey specifically addressed the possible unionization of the United States Military. The panel suggested that the President and congressional leaders meet directly with union leaders to discuss this possible unionization. The report also addressed the legality of such unionization.

They felt there was currently no law that would prohibit enlisted personnel from joining a military union. However, the commission did feel that officers, being part of the management and command structure, should not be eligible for union membership and suggested that the Secretary of Defense issue a regulation that would prohibit any officer from joining a military union.

The legality issue may become clearer if a current attempt within the Senate, to make unionization of the military illegal, is passed into law.

Studies have been undertaken that analyze military unionization in foreign countries and their relation to the United States (9:1; 19:1). There have also been studies of the knowledge and attitudes of Air Force supervision toward the unionization of civilian federal employees (7:1; 8:1). One area that has thus far not been covered is the attitudes of officers and enlisted personnel toward their own unionization.

Do Air Force personnel perceive a need for some form of representation to improve or protect their well-being? Do they feel a union could do this effectively without harming the overall mission? Would they, if given the opportunity, join a military union? The answers to these questions could provide a valuable insight when policies regarding the overall question of a U.S. military union must be formulated.

OBJECTIVE

The objective of this research is to determine the attitudes of USAF servicemen toward a military union and provide an indication of the acceptance an attempt to unionize the military would receive.

RESEARCH QUESTIONS

1. What are the attitudes of Air Force personnel toward the effectiveness of labor unions and how labor unions impact upon management?
2. What level of knowledge do military personnel possess of the current laws and regulations applicable to unions in the federal sector?
3. What are the attitudes of Air Force personnel toward: discipline, pay and benefits, quality of leadership, job satisfaction, promotions, and prestige within the Air Force? How do Air Force personnel feel a military union would affect these areas?
4. How will Air Force personnel respond to more specific questions regarding a military union? Do they feel they need one, would it affect professionalism, would they join, who should and should not belong, and should it be able to strike?

II. METHODOLOGY

INTRODUCTION

This chapter discusses research methodology. It begins with a discussion of the questionnaire, the procedures involved in its construction, and the methods used to determine its validity. The next topic discussed is the definition of the population and the sampling plan. Finally, the data collection plan and methods of analysis are discussed.

ATTITUDE MEASUREMENT

Attitude measurement is the quantitative expression of an individual's response or reaction directed toward a social object. The measurement is the starting point from which inferences may be drawn regarding individual responses or reactions to that social object (14:9-10). Self-report is one of several techniques listed by Kiesler that can be employed to measure such responses or reactions. This is the most widely used form of attitude measurement, and asks an individual to answer questions and/or rank the strength of their attitude in relation to some social object(s). Various scoring techniques are then used to provide a quantitative measure of attitude.

QUESTIONNAIRE DESIGN

General Construction

This study employed a questionnaire as the means of data collection. This is the self-report method of attitude measurement, and was selected because it adapted itself well to this study.

Attitude is composed of three components: cognitive, affective, and behavioral. The cognitive component relates to a specific knowledge of a certain subject, while the affective and behavioral components measure emotional response. The behavioral component differs by specifically asking for an indication of behavior to an emotional response.

The questionnaire was designed to measure the cognitive and affective components of an individual's attitude toward the possibility of a military labor union. The questionnaire contains sixty-five questions. In addition to those that require affective and cognitive responses, there are a number of questions that gather demographic information such as rank and length of service. The entire questionnaire may be found in Appendix A.

Affective and Cognitive Questions

The questions designed to measure the affective components of an individual's attitude use the Likert Attitude Scale to provide a means of quantitative measurement. This scale can be adapted to any questionnaire designed

to measure attitude, and relates only to the manner in which responses are measured (21:97). The respondent is faced with statements that require an emotional reaction regarding a military labor union, labor unions in general, and socio-economic conditions within the military today. The cognitive questions measure the respondent's knowledge of current Air Force policy toward federal civilian unions. These questions are of the true/false variety, and are based on Air Force Manual 40-13 and Air Force Regulation 40-702.

In answering the affective questions, individuals were asked to indicate the extent to which they agreed or disagreed with a statement, or to complete a statement with the most appropriate response. A numerical weight from one to seven was assigned to each response. The sum of the weights assigned to the affective responses provided a score somewhere along an attitude scale. According to Likert this can be justified because individuals vary in their attitudes and this variance is measurable in terms of how much closer one individual is to the extreme than another individual (21:102). The questions were designed so that the greatest weight will always be assigned to indicate an emotional reaction favorable to a military labor union.

The research methodology requires that two assumptions be made concerning the Likert scale technique. First, it must be assumed that any respondent will distinguish an equal interval between each response. This will allow the

use of interval data. Second, any errors made in distinguishing an equal interval will be minimized over a series of questions (4:76-77).

RELIABILITY AND VALIDITY

Validity

Validity is the key attribute to any attitude measuring instrument, and concerns itself with the extent to which the attitudes measured are the ones that the instrument intended to measure (6:103). In the case of attitude measurement, the instrument should measure the attitude toward the social object intended and not some other closely related social object.

The validity of the questionnaire was measured in two ways. The first test measured the instrument's face validity, a type of content validity (6:103). The face validity of the questionnaire was established when its content was examined by the panel of judges listed in Appendix B. Panel members reviewed the instrument individually and suggested changes to questions in an attempt to eliminate any unclear or confusing statements. They also provided their judgement as to whether it adequately measured the desired attitudes toward the social object intended. Based upon the panel's recommendations, questions were re-written, added, or eliminated until a consensus of the instrument's validity was achieved. The second test consisted of five pilot studies. The

questionnaire was administered twice to students in the School of Systems and Logistics and three times to students in the Systems Management Department, School of Engineering, Air Force Institute of Technology, at Wright-Patterson Air Force Base, Ohio.

The first pilot study was administered to a sample of convenience of 25 student officers at the School of Systems and Logistics. They were asked to make comments or suggestions regarding individual questions and overall content. These suggestions were taken into account when revising the questionnaire.

The questionnaire was then administered to three successive samples of 13, 11, and 9 student officers respectively at the School of Systems Management. In each case comments were solicited and revisions were made accordingly.

In the final study, the finished questionnaire was administered to a census of 150 student officers at the School of Systems and Logistics. Based on comments from the respondents it was determined that no further revisions were required. According to Likert a pilot study can serve as an evaluation of a questionnaire's usefulness for obtaining the type of information sought (21:40). Through these five studies the authors determined the questionnaire did obtain the information sought.

Reliability

Reliability is the freedom from variable error in the information the instrument produces, or simply stated, its accuracy. Reliability becomes more difficult in the measurement of attitudes, which are continually changing.

Helmstadter discusses several methods of calculating the reliability of a questionnaire (12:286). One such method is split-half reliability which Likert recommended when using his scale (15:91). This test can be applied to the affective questions only.

Split-half tests divide groups of similar questions in half and check if the respondent answered each half in a consistent manner. In the first pilot study responses to similar questions were evaluated to determine if the respondent's attitude toward the intended social object remained consistent throughout these questions. The cognitive questions are only factual and were considered representative of U.S. Air Force Policy regarding civilian federal unions by the Wright-Patterson Air Force Base Labor Relations Officer.

POPULATION AND SAMPLE

Description of Population

The purpose of this study is to provide an indication of the attitudes of the active duty Air Force toward a military union. The population will, therefore, be defined as all members of the United States Air Force,

excluding General officers, on active duty during the month of March, 1976.

Sampling Plan

The study employed two random samples, one officer and one enlisted, each stratified by grade.

In a stratified random sample, the population is broken down into specific categories, in this case grade. When a sample from that population is drawn the percentage of sample elements within a category remains the same as the percentage within the population.

When the elements within each category are randomly selected, each population element within that category has an equal and independent opportunity of being included (12:337).

Professional surveying organizations normally specify a minimum confidence interval of 95 per cent. Regardless of population size, this level of confidence can be achieved with a sample of 400 respondents. Accordingly, the sample sizes used in this study were 800 respondents each, with the additional 400 incorporated to allow the samples to remain sufficiently large in the event of a large number of non-respondents (6:117-118). The random sample listings consisted of names and addresses, and were obtained from the Air Force Human Resources Laboratory (HRL), Lackland AFB, Texas.

DATA COLLECTION

Each respondent in the sample was sent a package containing the questionnaire, a letter of instruction, an answer sheet, and a self-addressed return envelope.

The validity of any data obtained can be affected in several ways. A respondent could ask for help on the cognitive questions, and there is always the possibility that he guessed the correct answer. Finally, there is always the possibility that a respondent will attempt to hide his true feelings. It is at this point that the assumption must be made that the respondents answered the questionnaire honestly.

As of 6 May 1976, 694 questionnaires had been completed and returned. This accounted for 437 officers and 256 enlisted personnel. The data collection, for the purpose of this research effort, was cut off at this point due to time constraints.

ANALYSIS OF DATA

The data included was analysed using the Statistical Package for the Social Sciences (SPSS). A frequency distribution for every question was tabulated to provide the percentage of responses along the Likert scale. These percentages provided an indication of the attitudes of the respondents toward the social objects intended. The frequency distributions for certain questions were then

cross-tabulated by grade and certain additional questions in an attempt to answer the research questions at the end of Chapter One. The results of this analysis are summarized in the next chapter.

III. SURVEY RESULTS

INTRODUCTION

Chapter Three presents the questionnaire results and relates them to the four research questions listed in Chapter One. More extensive studies of this data should be made building on the results of this study, but time constraints have limited the present effort to a look at the distribution of responses and the relationship of attitudes to rank.

In this chapter the four research questions are presented individually, with those specific questions designed to address that overall question. The questionnaire choices strongly agree, agree, and inclined to agree were combined into one area titled agree. The same consolidation was accomplished for the three levels of disagreement, resulting in three categories: agree, undecided, and disagree.

This consolidation provided for a more orderly presentation and made the overall response to any question easier to identify and understand. In most cases, the percentage of responses grew smaller as either extreme was reached. Where any noticeable deviation occurred it is mentioned in the explanation following that particular question.

In some instances percentages may not total exactly one hundred per cent. This resulted from omissions by respondents in filling out answer sheets.

Research Question One

What are the attitudes of Air Force personnel toward the effectiveness of labor unions and how labor unions impact upon management?

12. Unions obtain more benefits for members than would be obtained without them.

	Disagree	Undecided	Agree
Officer	22.4	4.1	73.0
Enlisted	19.1	12.8	67.7

17. Members of federal civilian employee unions have benefited from the efforts of their unions.

	Disagree	Undecided	Agree
Officer	15.3	18.5	64.8
Enlisted	8.9	23.0	67.7

Examining the above responses reveals that most officers and enlisted personnel feel that unions are effective in obtaining increased benefits for their members. Most respondents also agreed that federal civilian unions have benefited their members. The differences between grades are minimal, but Questions 12 and 17 are the first examples of a trend that is consistent throughout the survey. This trend indicates that almost without exception, more enlisted respondents are undecided, a possible indication that they are waiting to see what course policy regarding this issue may take.

52. Union leaders generally act in the best interests of union members.

	Disagree	Undecided	Agree
Officer	47.1	12.4	39.8
Enlisted	28.4	22.2	49.4

Another indication of attitude toward union effectiveness can be found in the responses to Question 52. This is the first point where differences in attitude appear between officers and enlisted personnel. Very nearly a majority of enlisted respondents felt union leaders act in the best interest of their members with those undecided or disagreeing being relatively equal at 22 per cent and 28 per cent respectively. However, officer response was skewed to either side with much fewer undecided. Although 47 per cent disagreed, nearly 40 per cent agreed. Overall, more enlisted personnel believe that union leaders act effectively in their members' best interest, with a large number of officers also in agreement.

48. Union representation would ensure that military members are treated with dignity as individuals.

	Disagree	Undecided	Agree
Officer	52.6	18.1	28.4
Enlisted	31.5	24.9	43.2

Question 48 indicates that other differences in attitude exist between officers and enlisted personnel.

The majority of officers feel unions would not insure members are treated with dignity, but the enlisted response indicates a high amount of agreement at 43 per cent. The responses to this question may also imply that those individuals in agreement feel they are not presently being treated with dignity.

29. Unions attempt to take away the rights of managers.

	Disagree	Undecided	Agree
Officer	35.0	5.7	58.4
Enlisted	45.9	19.1	34.6

Question 29 attempts to answer the last portion of research question one. As with the previous question, a majority of officers feel this statement is true. This may be due to the fact that most officers consider themselves managers. One point that becomes clear from a more detailed inspection of the raw data is that the agreement is considerably higher among field grade officers than among captains and lieutenants. Nearly 46 per cent of enlisted personnel felt the statement was not true and, as above, disagreement was stronger within the lower grades. On the other hand, only about one third of enlisted personnel felt unions would infringe on the rights of management.

Research Question Two

What level of knowledge do military personnel possess of the current laws and regulations applicable to unions in the federal sector?

18. Currently, federal civilian employee unions have the right to strike.

	True	False	Don't Know
Officer	44.7	7.6	46.2
Enlisted	27.2	14.4	58.0

24. Military personnel can (and some do) belong to civilian labor unions.

	True	False	Don't Know
Officer	37.3	19.6	41.4
Enlisted	28.4	24.9	45.9

26. Federal civilian employees belonging to a work unit represented by a recognized union are covered by the union contract even though they may not be members of the union.

	True	False	Don't Know
Officer	44.1	7.5	46.2
Enlisted	27.2	14.4	58.0

It appears evident from the responses to these three cognitive questions that most military personnel do not understand the regulations and laws which govern federal civilian employee labor unions. Those who felt they did know were in many instances incorrect. Except in two instances the level of knowledge did not differ among ranks, nor between officer and enlisted personnel. The largest difference between the two groups occurred where a significantly higher percentage of officers incorrectly

felt that civilian federal unions have the right to strike. There appears to be a fair degree of understanding that military personnel can belong to civilian unions. Field grade officers showed the greatest knowledge in this area and they alone represented a majority who correctly indicated that all civilian federal employees in a bargaining unit are covered by the union contract without regard to union membership status.

25. Military personnel can belong to a military union.

	True	False	Don't Know
Officer	12.3	49.8	36.6
Enlisted	15.1	45.5	39.3

30. Currently, a supervisor has the right to know which of his federal civilian employees belong to a union.

	True	False	Don't Know
Officer	27.0	12.6	59.5
Enlisted	30.4	12.0	56.8

In all the questions, a large percentage of respondents indicated that they did not know the answer; however, this percentage was lowest on the question of military members joining a military union. At the present time there is no law preventing such membership. Most respondents who ventured an answer were incorrect. And only one out of eight respondents knew that a supervisor has no right to know which of his employees belongs to a union.

Colonels and Chief Master Sergeants seemed to have a clearer understanding of this point than the other ranks.

It appears that military personnel have not been preoccupied with unions, certainly not enough to investigate applicable laws and regulations. Even among those who in the course of their duties would be expected to supervise civilians a low level of knowledge is apparent, though it slightly surpasses that of other military personnel. The greatest lack of understanding existed regarding laws applicable to military union membership, with most personnel perceiving incorrectly that joining a military union is illegal. The sole exception were the Airmen, nearly half of whom understand that membership in a military union is not prohibited by any existing law or regulation.

Research Question Three

What are the attitudes of Air Force personnel toward: discipline, pay and benefits, quality of leadership, job satisfaction, promotions and prestige within the Air Force? How do Air Force personnel feel a military union would affect these areas?

15. A military union would have a negative effect on discipline in the Air Force.

	Disagree	Undecided	Agree
Officer	19.5	8.9	70.7
Enlisted	35.8	12.5	51.0

Very few individuals were undecided about this question. Most enlisted personnel felt that a military union would act as a detriment to discipline, an opinion shared even more strongly by officers. It must be noted, however, that more than one third of enlisted personnel and almost one in five officers felt that a union would not impair discipline. It is not clear whether this response indicates a favorable attitude toward unions or an unfavorable attitude toward the present level of discipline. Most personnel, excluding the lower enlisted grades, felt that discipline in today's Air Force is somewhat lenient.

19. Military fringe benefits are being eroded.

	Disagree	Undecided	Agree
Officer	4.3	0.7	94.1
Enlisted	6.2	4.3	89.5

The feeling that fringe benefits are being eroded was exceptionally strong in all cases (with the exception of E-2's, with over one third in disagreement). In all other grades, agreement ranged from 88 per cent to 90 per cent.

21. Pay raises over the past five years have adequately offset increases in the cost of living.

	Disagree	Undecided	Agree
Officer	66.8	3.2	28.8
Enlisted	80.2	5.1	14.8

The attitude that pay raises have not kept pace with the cost of living was more strongly felt by enlisted personnel. However, a majority of personnel in all grades did agree, with the exceptions of Colonels, who were evenly divided, and Airmen, many of whom were undecided.

22. A military union could secure higher pay raises for its members.

	Disagree	Undecided	Agree
Officer	31.6	18.8	48.1
Enlisted	21.0	16.7	61.9

Eighty per cent of the Airmen and 83 per cent of the Chief Master Sergeants did feel that a union would be effective in obtaining higher pay raises. Nearly half the Colonels agreed as did approximately 50 per cent of all other grades, with the exception of Lt. Colonel, of whom only one in three agreed.

20. A military union would prevent the erosion of fringe benefits.

	Disagree	Undecided	Agree
Officer	29.7	11.2	56.5
Enlisted	19.8	17.1	60.0

55. A military union could effectively represent the interests of military personnel with the Congress through lobbying.

	Disagree	Undecided	Agree
Officer	27.2	13.3	59.0
Enlisted	16.7	28.4	54.9

56. There is a need for such a lobbying effort in behalf of military personnel.

	Disagree	Undecided	Agree
Officer	25.9	7.8	65.9
Enlisted	17.9	18.7	63.4

The senior enlisted grades (except for Senior Master Sergeant, a third of whom were undecided) and officers Lieutenant through Major felt most strongly that unions could effectively lobby for military personnel with Congress. Colonels were evenly divided on the issue, and most Lt. Colonels disagreed. Over half of all lower enlisted grades agreed.

Colonels were alone in not agreeing that military personnel need a lobbying voice with Congress. A majority of personnel in all other grades, felt that there is a definite need for such a lobbying effort.

It seems apparent from the responses that military personnel have a very strong perception that fringe benefits are decreasing. A not quite so large majority also feels that military personnel need someone to represent them

before Congress. The feeling appears to be widespread that a union could both slow down the perceived benefit decline and effectively represent military personnel before Congress. Only Colonels and Lt. Colonels appear to feel otherwise, and E-8's were more undecided and less inclined to agree than were other enlisted grades. Respondents, particularly officers, had less faith in a union's ability to conduct direct negotiation with the Air Force, though enlisted personnel indicated a higher opinion in this regard. In response to Question 58 (see Appendix A) concerning the need for third party representation by a union of Air Force members in disputes with the Air Force, officers felt it was unnecessary, while most enlisted personnel took the opposite point of view. Apparently, while officers felt the need for a spokesman with Congress, enlisted personnel feel a need for a spokesman with both Congress and the Air Force.

33. What is your opinion of the quality of leadership in the Air Force?

	Officer	Enlisted
Excellent	8.5	4.3
Above Average	39.4	21.4
Average	35.9	45.5
Below Average	9.8	19.1
Poor	5.0	9.7

Officers have a higher opinion of the quality of Air Force leadership than do enlisted personnel. The

percentage of enlisted personnel who considered the quality of Air Force leadership to be excellent was small and about half that of officers. The inverse was true in the poor category. It is apparent that most enlisted individuals gave the quality of leadership average marks, while more officers tended to consider it above average. Colonels and Senior Master Sergeants seemed most impressed with Air Force leadership, while one third of E-4's and below considered it below average or poor. Among officers, Captains had the most negative impression of Air Force leadership with one in five rating it below average or poor. Eighteen per cent of Majors had a similar impression, compared to only seven per cent of First Lieutenants. It does appear that officers generally start with a fairly high impression of the quality of leadership. This impression declines slightly during the middle career years and rises again later on. Enlisted personnel begin with an average to below average impression of leadership quality, and a slight but steady upgrading of opinion occurs as careers progress, reaching the highest level at E-8 and falling back to average at E-9.

41. Choose the one of the following statements which best tells how well you like your job.

	Dislike	Indifferent	Like
Officers	14.0	9.6	75.5
Enlisted	17.5	13.5	68.5

36. What kind of influence does your immediate supervisor have on your organization?

	Officer	Enlisted
Very Favorable	23.3	16.3
Favorable	42.6	40.9
Neutral	18.3	24.1
Unfavorable	7.3	9.3
Very Unfavorable	5.3	6.2
Don't Know	2.3	3.1

Most Air Force personnel appear to like their jobs and have a favorable opinion toward their supervisors.

13. Membership in a military union would result in better working conditions.

	Disagree	Undecided	Agree
Officer	51.3	14.2	34.3
Enlisted	37.4	23.0	39.7

Most Colonels, Lt. Colonels, Majors and 1st Lieutenants felt that a military union would not result in better working conditions, although at least 25 per cent of each of those grades had the opposite opinion. In strongest agreement with Question 13 (working conditions) were Captains with 43.4 per cent. This percentage of agreement was exceeded only by Staff Sergeants and Airmen First Class. Most Airmen were undecided on the issue.

Question 45 asked how military unions would affect relations between supervisors and subordinates.

	Officer	Enlisted
Significantly Improve	3.7	10.9
Somewhat Improve	11.2	16.0
Little or no Impact	14.2	35.0
Negative Impact	69.8	37.0

All officer grades and all senior enlisted grades (except for Chief Master Sergeant) felt that military unions would harm relations between supervisors and subordinates. Most E-4's and below felt a union would have no impact and 50 per cent of E-9's felt that a union would somewhat improve supervisor-subordinate relations.

32. My present job is:

	Officer	Enlisted
Boring	3.9	13.2
Not Challenging	6.6	13.2
Somewhat Challenging	23.3	26.8
Challenging	34.3	33.4
Very Challenging	30.9	13.2

34. Are you given the freedom you need to do your job well?

	Officer	Enlisted
Never	0.9	3.5
Seldom	11.7	12.5
Sometimes	24.9	24.5
Often	40.9	33.1
Always	21.0	26.4

Most respondents felt that their jobs are challenging and that they were usually given the freedom to do their jobs well.

35. Do you think your present job is preparing you to assume future positions of greater responsibility?

	Officer	Enlisted
Definitely No	8.7	17.5
Probably No	12.6	12.8
Undecided	3.4	6.2
Probably Yes	38.4	34.6
Definitely Yes	36.2	28.0

Most respondents felt that their present jobs are preparing them to assume future positions of greater responsibility, except for E-3's forty per cent of whom responded "definitely no."

37. An individual can get more of an even break in civilian life than in the Air Force.

	Disagree	Undecided	Agree
Officer	57.0	26.1	16.5
Enlisted	50.2	20.2	29.6

Field grade officers and enlisted personnel E-5 through E-9, as well as E-2's disagreed that an individual can get more of an even break in civilian life than in the Air Force. While many company grade officers also disagreed,

one third were undecided. The majority of Sergeants and Airmen First Class were undecided or in agreement with this question.

38. How often are you given feedback from your supervisor about your job performance?

	Officer	Enlisted
Never	6.6	8.9
Seldom	22.2	26.1
Sometimes	36.1	29.6
Frequently	28.1	27.2
Very Frequently	6.4	7.8

39. How often do you and your supervisor get together to set your personal performance objectives?

	Officer	Enlisted
Never	27.0	28.0
Seldom	32.9	21.4
Sometimes	22.4	26.5
Frequently	13.7	20.6
Very Frequently	2.7	3.1

Most respondents indicated that they do receive feedback on job performance, from their supervisors. However, one third of E-4's and below responded that they seldom receive feedback. However, approximately 59 per cent of Majors through Colonels responded that they seldom or never set performance objectives with their supervisors. A

similar response was received by 66 per cent of the Captains, half the Lieutenants, 55 per cent of Sergeants, 57 per cent of Airmen First Class and 72 per cent of the Airmen. Most enlisted personnel E-5 through E-9 said that they sometimes or frequently set performance objectives with their supervisors.

It appears that most Air Force personnel are satisfied with most aspects of their jobs, with the exception of lower grade enlisted personnel. Personnel appear satisfied with their supervisors who generally give feedback on job performance, but do not usually establish performance objectives in advance. Since most personnel feel that a union would harm the relationship between supervisor and subordinate it appears that the areas of working conditions and job satisfaction are not especially powerful motivators for joining a union. It must be remembered, however, that lower grade enlisted personnel seem less satisfied with their jobs than do other individuals, and they also feel strongly that a union would have no impact on the supervisor-subordinate relationship.

27. Membership in a military union would have what effect upon my chances for promotion.

	Officer	Enlisted
Increase	5.0	13.6
No Effect	41.6	46.7
Decrease	24.7	9.7
Undecided	27.9	29.6

14. Membership in a military union would adversely effect an individual's OER or APR.

	Disagree	Undecided	Agree
Officer	29.5	28.4	41.4
Enlisted	43.6	23.7	32.3

While respondents in all grades mostly felt that membership in a military union would have no effect on promotion, the attitude that such membership would decrease chances of promotion was most pronounced among Captains and Lieutenants. The opposite attitude, though infrequently expressed, was found in the main among lower grade enlisted personnel.

In response to question fourteen, E-8s and E-9s tended to agree while E-4s through E-7s primarily disagreed. E-2s and E-3s were divided with about one third undecided. Among officers, Colonels and Lt. Colonels generally disagreed, however, the remaining officer grades tended to agree, with disagreement averaging around 25 per cent.

49. The military promotion system is fair.

	Disagree	Undecided	Agree
Officer	45.1	8.5	46.0
Enlisted	46.7	6.2	47.1

50. The military promotion system is effective (i.e. the most qualified people are generally selected for promotion).

	Disagree	Undecided	Agree
Officer	43.9	6.9	48.7
Enlisted	51.8	7.0	40.9

A majority of Sergeants, Airmen First Class and Airmen did not agree that the military promotion system is fair or effective. Staff Sergeants were evenly divided on the question of fairness, but a majority felt that the promotion system was not effective. Senior enlisted personnel felt that the promotion system was fair, except for Senior Master Sergeants who were evenly divided; however, most senior enlisted personnel felt that the promotion system was effective.

Among officers response to both questions was identical. Field grade officers held the highest opinion of the promotion system; however, a clear majority of Captains and Lieutenants did not feel the system was either fair or effective. It appears that the promotion system is held in poor esteem by the majority of personnel still to be promoted. The only personnel with a high regard for the promotion system are those who have already benefited from it. These are also the people who felt a union would have no effect on the system.

Research Question Four

How will Air Force personnel respond to more specific questions regarding a military union? Do they feel they need one, would it effect professionalism, would they join, who should and shouldn't belong, and possibly the most serious question, should it be able to strike?

23. There is a need for military union.

	Disagree	Undecided	Agree
Officer	63.2	15.1	20.6
Enlisted	43.2	25.7	30.7

46. Membership in a military union would have what effect on an individual's professionalism?

	No Effect or Increase	Undecided	Decrease
Officer	33.9	9	56.6
Enlisted	59.5	12	27.9

54. I would join a military union.

	Disagree	Undecided	Agree
Officer	63.4	20.4	15.8
Enlisted	33.1	31.9	35.0

28. If a military union is formed, it should be restricted to enlisted personnel.

	Disagree	Undecided	Agree
Officer	64.8	16.2	17.6
Enlisted	61.8	16.3	21.8

51. Strikes can be a legitimate means of collective action and should be permitted for military personnel in non-critical jobs.

	Disagree	Undecided	Agree
Officer	85.8	4.8	8.9
Enlisted	70.4	12.8	16.7

It is evident from the response to Question 23 that a clear majority of the officers indicated that they did not feel the need for a military union. This opinion is relatively consistent throughout the officer grade, with only one exception. Captains disagreed somewhat less at 52 per cent with nearly 28 per cent indicating they do perceive some need for a military union.

Enlisted personnel were more evenly distributed overall, but the largest percentages were still in disagreement. The largest deviations came from Chief Master Sergeants and Airmen First Class who were 50 per cent and 42 per cent in agreement respectively. Still, overall response indicates less than one third of Air Force personnel surveyed felt a military union was needed.

When asked how a military union would effect professionalism most officers felt it would decrease with just slightly over one third feeling there would be no change or an increase. The enlisted response was almost totally opposite with 59.5 per cent feeling professionalism would not change or increase. This could also be an indication

that enlisted personnel feel their professionalism status is not what it should be.

The response to Questions 23 and 46 appear to be consistent with the percentages of personnel that felt they would or would not join a military union. As the two previous questions indicate, a majority of officers said that they would not join such a union. As with Question 23, results are evenly distributed except for Captains with 27 per cent undecided and 22 per cent indicating they would join.

The enlisted response was almost evenly distributed with a very small per cent favoring agreement. The percentages that would join did increase as rank decreased ranging from 21 per cent Technical Sergeant, 36 per cent Sergeant, to about 46 per cent for Airmen. The disagreement ranged from 43 per cent Master Sergeant, 36 per cent Staff Sergeant, to 17 per cent of Airmen. The one largest percentage of responses in agreement came from Chief Master Sergeants with 50 per cent. The E-9's surveyed were constantly more favorable toward unions than almost any other single grade. Although they were only three per cent of the sample returns tabulated, they were drawn randomly from all Chief Master Sergeants in the Air Force. This is only one of several areas where further analysis is recommended.

The outward consistency up to this point seems to end with Question 28. When asked if a military union should be restricted to enlisted personnel a clear majority of

respondents disagreed. It is interesting that the largest disagreement is among officers at 64.8 per cent. This was somewhat surprising in light of the responses to the previous question. This may indicate that officers want an opportunity to change their minds at some later date. In answering another question 41.4 per cent of officers felt membership in a military union would have a negative effect on their OER. It could be many officers would want questions like this resolved before any commitment to join a union.

When asked if non-critical personnel should be able to strike there was overwhelming disagreement among all personnel. The problem with a question of this nature is that the 16.7 per cent agreement by enlisted personnel could be significant. Most grades were consistent with overall percentages with the exception of Airmen First Class at 29.8 per cent and Airmen at 45.5 per cent. These groups could be highly significant in the event that a military union becomes fact.

In these questions, as with all others, it should be realized that if these respondents are representative of the entire Air Force, percentage responses that may appear small here, could relate to thousands of active duty personnel.

It has been the intention of this chapter to answer the four research questions and hopefully provide some insight into the feelings and attitudes of Air Force

personnel. The overall conclusions and recommendations for further research are summarized in the following chapter.

IV. SUMMARY OF RESULTS AND RECOMMENDATIONS FOR FURTHER STUDY

In attempting to answer each research question frequency distributions were computed for the responses to all sixty-five questionnaire items. These frequency distributions were then cross-tabulated by officer/enlisted status. This was done to make the results more meaningful because separate and distinct samples were drawn for each category. In all 800 officers and 800 enlisted personnel were sampled. Because of time constraints only those responses received as of 30 April 1976 could be included. This amounted to 437 officers and 257 enlisted personnel, or 54.6 per cent and 32.1 per cent of the total samples respectively. It should be noted that there are no set standards for percentage of response on a questionnaire of this type. Considering the total number of respondents and the use of stratified random samples, any increase in sample size would probably add little additional confidence to efforts to generalize sample results to the overall Air Force population.

Because of this, it is felt that the attitudes summarized in Chapter Three are representative of the Air Force as a whole, and have led to the following conclusions and recommendations for further study.

CONCLUSIONS

1. In looking at overall response, there is no indication of any overwhelming desire for union representation. Yet with the exception of field grade officers, there was no decisive rejection either. The one conclusion that must be noted is that, though a minority, those that do favor a military union represent a sizeable number and this could encourage attempts to organize the military.

2. The most notable differences in attitude appeared between officers and enlisted personnel. These differences can be compared to those that normally exist in the civilian community between managers and subordinates.

3. These differences tend to stand out most when percentages are compared with the two groups taken as a whole. More precisely, this difference is primarily between field grade officers and airmen (E-1 and E-2), with the specific instances being noted in the previous chapter.

4. Another important factor is the large number of those personnel undecided. Among enlisted personnel, one third still remain undecided on unionization. Although it is possible many people have not given the question much thought, it is more likely that they are awaiting decisions on legality or assessing the probable impact of a military union.

5. The personnel groups most likely to finally decide the unionization issue are the captains and non-commissioned officers. Although not by a clear majority

on all issues, they were generally inclined to feel the need for change, less confident with the present leadership, and more questioning on all matters. As a group, they are less sure of their roles as either supervisors or subordinates and seem to be waiting to pass final judgment. Although largely undecided on many issues, it is evident that this is not because they do not care.

6. A majority of personnel felt the need for a lobbying effort on their behalf with Congress. It was also generally felt that a military union could effectively fill this need.

7. Although it appears Air Force personnel feel they are not adequately represented at Congressional levels, far fewer felt this was true within the Air Force.

8. As expected, all personnel were concerned with pay and benefits and felt a military union would be effective in preventing any future loss or erosion. This perceived threat to pay and benefits apparently accounts for the second conclusion.

9. For the most part Air Force personnel are satisfied with their jobs, the relations they have with their supervisors, the current level of discipline, and the quality of Air Force life in general.

10. Only a very small minority of Air Force personnel have any real knowledge of Air Force policy regarding civilian federal labor unions. With the exception of field grade officers and Chief Master Sergeants, the knowledge of

policies and regulations is very limited and may have an influence on the unionization issue. This may also indicate that there is an overall lack of knowledge or misunderstanding of labor unions in both the public and private sectors. As knowledge in this area increases attitudes will probably shift. If this increase in knowledge comes from those who attempt to organize the military, it is easy to predict in what direction attitudes will be most likely to change.

11. Finally, at this moment Air Force personnel do not appear ready to embrace a military union without carefully considering the matter. Any group attempting to organize the military will have to sell itself. While many personnel have made up their minds on this question, the final outcome will rest with those still undecided.

RECOMMENDATIONS FOR FURTHER STUDY

The real fruit of this research effort has been the development of an instrument that aided in the creation of real and useful data. As responses continue to come in they will be added to the accumulated data base. It has been the intention of this research effort to provide some overall indication of the attitudes of Air Force personnel toward unionization of the military. We believe this was clearly and objectively accomplished through the frequency distributions presented in Chapter Three. Still, further research into this data is needed and the following recommendations have been added to aid other researchers.

1. Statistical techniques that can correlate attitudes regarding unionization with other factors that may have caused these attitudes should be analyzed.

2. Rather than suggesting any specific techniques, we feel it is more appropriate to indicate those areas that should be related to attitude. From a relatively exhaustive analysis it is believed that such factors as age, sex, race, or background are not areas that need to be studied in depth. A convenient conclusion would be that attitudes formed because of these factors have already been formed before an individual enters the Air Force. We believe however that in reality the cause of any attitude, whether favorable or unfavorable, lies in the conditions personnel have encountered within the Air Force. In other words, the desire for third party representation is a function of areas in the Air Force and within the control of the Air Force. These areas go beyond pay and benefits and range from lack of prestige and professionalism, to the fairness and effectiveness of the promotion system, to the dignity an individual feels entitled to as a member of the Air Force.

3. There appears to be enough dissatisfaction in these areas to warrant further analysis of their impact upon attitudes, specifically attitudes regarding the formation of a military labor union.

The most important consideration is whatever form further analysis may take, it should not limit itself to the objectives of this research effort. Any further study must

transcend our objective and in some way benefit our effectiveness in doing what we feel we do best, providing the population of the United States with national security twenty-four hours a day. Possibly the sentiment of most Air Force personnel can be summarized by the response of an unknown NCO to the questionnaire.

"I am strongly against unionization of the military. It would be much better if our lawmakers would take the necessary and proper action to eliminate the need for a military union. I feel that if the present trend continues unionization of the military is inevitable. However, I think this will degrade the military forces and in turn the defense of our nation."

As long as the sentiments expressed in this quotation remain a concern of Air Force personnel, the potential unionization of the military will continue to be a problem for the military leadership of the United States.

APPENDICES

APPENDIX A
QUESTIONNAIRE

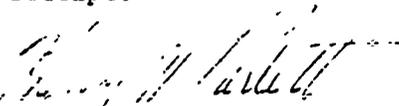
DEPARTMENT OF THE AIR FORCE
AIR FORCE INSTITUTE OF TECHNOLOGY (AU)
WRIGHT-PATTERSON AIR FORCE BASE, OHIO 45433



REPLY TO
ATTN OF: AFIT/SLGR (SLSR 9-76A/Capt Hoyt/Capt Amerise
AUTOVON 787-2679)
SUBJECT: Unionization of the Military: An Attitude Survey

TO:

1. The attached questionnaire was prepared by a research team at the Air Force Institute of Technology, Wright-Patterson AFB OH. The purpose of the questionnaire is to determine the attitude of active duty military personnel toward the possible unionization of the military.
2. You are requested to provide an answer or comment for each question. Headquarters USAF Survey Control Number SCN 76-105 has been assigned to this questionnaire. Your participation in this research is voluntary.
3. Your responses to the questions will be held confidential. Please remove this cover sheet before returning the completed questionnaire. Your cooperation in providing this data will be appreciated and will be very beneficial in evaluating these attitudes. Please return the completed questionnaire in the attached envelope within one week after receipt.


HENRY W. PARLETT, Colonel, USAF
Associate Dean for Graduate Education
School of Systems and Logistics

2 Atch
1. Questionnaire
2. Return Envelope

PRIVACY STATEMENT

In accordance with paragraph 30, AFR 12-35, the following information is provided as required by the Privacy Act of 1974:

a. Authority:

(1) 10 U.S.C., 80-12, Secretary of the Air Force, Powers, Duties, Delegation by Compensation; and/or

(2) EO 93-97, 22 Nov 43, Numbering System for Federal Accounts Relating to Individual Persons; and/or

(3) DOD Instruction 1100.13, 17 Apr 68, Surveys of Department of Defense Personnel; and/or

b. Principal purposes. The survey is being conducted to collect information to be used in research aimed at illuminating and providing inputs to the solution of problems of interest to the Air Force and/or DOD.

c. Routine Uses. The survey data will be converted to information for use in research of management related problems. Results of the research based on the data provided, will be included in written master's theses and may also be included in published articles, reports, or texts. Distribution of the results of the research, based on the survey data, whether in written form or presented orally, will be unlimited.

d. Participation in this survey is entirely voluntary.

e. No adverse action of any kind may be taken against any individual who elects not to participate in any or all of this survey.

1. What is your present active duty grade?

A. Colonel	I. Senior Master Sergeant
B. Lieutenant Colonel	J. Master Sergeant
C. Major	K. Technical Sergeant
D. Captain	L. Staff Sergeant
E. First Lieutenant	M. Sergeant/Senior Airman
F. Second Lieutenant	N. Airman First Class
G. Warrant Officer	O. Airman
H. Chief Master Sergeant	P. Airman Basic

2. How much total active federal military service have you completed?

A. Less than 1 year	Q. 16 years but less than 17
B. 1 year but less than 2	R. 17 years but less than 18
C. 2 years but less than 3	S. 18 years but less than 19
D. 3 years but less than 4	T. 19 years but less than 20
E. 4 years but less than 5	U. 20 years but less than 21
F. 5 years but less than 6	V. 21 years but less than 22
G. 6 years but less than 7	W. 22 years but less than 23
H. 7 years but less than 8	X. 23 years but less than 24
I. 8 years but less than 9	Y. 24 years but less than 25
J. 9 years but less than 10	Z. 25 years but less than 26
K. 10 years but less than 11	Ø. 26 years but less than 27
L. 11 years but less than 12	1. 27 years but less than 28
M. 12 years but less than 13	2. 28 years but less than 29
N. 13 years but less than 14	3. 29 years but less than 30
O. 14 years but less than 15	4. 30 years or more
P. 15 years but less than 16	

3. What is your marital status?

A. Married	D. Legally separated
B. Never been married	E. Widower/Widow
C. Divorced and not remarried	

4. How many dependents do you have? Do not include yourself.

A. None	F. Five
B. One	G. Six
C. Two	H. Seven
D. Three	I. Eight or more
E. Four	

5. Which one of the following do you consider yourself?

A. Black	D. Oriental American
B. Spanish or Mexican American	E. White (other than Spanish or Mexican American)
C. American Indian	F. Other

6. What is your sex?

A. Male	B. Female
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7. What is your highest level of education now (include accepted GED credits)?
- A. Grammar school (did not graduate)
 - B. Grammar school graduate (no high school)
 - C. High school (did not graduate)
 - D. High school graduate (no college)
 - E. Trade or technical school (no college)
 - F. Some college, but less than one year
 - G. One year college, but less than two
 - H. Two years college, but less than three (including two-year associate degree)
 - I. Three years or more college, no degree
 - J. Registered nurse diploma program
 - K. College degree (BS, BA, or equivalent, except LL.B)
 - L. Graduate work beyond bachelor degree (no master's degree)
 - M. Master's degree
 - N. Postgraduate work beyond master's degree
 - O. Doctorate degree (includes LL.B, J.D., D.D.S., M.D., and D.V.M.)
8. Enter the code for the first digit of your duty Air Force Specialty Code (AFSC) opposite item 8 on your answer sheet.
- | | |
|------|------|
| A. 0 | F. 5 |
| B. 1 | G. 6 |
| C. 2 | H. 7 |
| D. 3 | I. 8 |
| E. 4 | J. 9 |
9. Enter the code for the second digit of your duty AFSC opposite item 9 on your answer sheet.
- | | |
|------|------|
| A. 0 | F. 5 |
| B. 1 | G. 6 |
| C. 2 | H. 7 |
| D. 3 | I. 8 |
| E. 4 | J. 9 |
10. What is your current primary aeronautical rating?
- A. Not applicable, I am enlisted
 - B. Pilot
 - C. Navigator
 - D. Flight Surgeon
 - E. Non-Rated

11. Which one of the following best describes your attitude toward making the Air Force a career?
- A. Definitely intend to make the Air Force a career
 - B. Most likely will make the Air Force a career
 - C. Undecided
 - D. Most likely will not make the Air Force a career
 - E. Definitely do not intend to make the Air Force a career
12. Unions obtain more benefits for members than would be obtained without them.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
13. Membership in a military union would result in better working conditions.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
14. Membership in a military union would adversely affect an individual's OER or APR.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
15. A military union would have a negative effect on discipline in the Air Force.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree

16. What is your opinion of discipline in today's Air Force?
- A. Too strict
 - B. Somewhat strict
 - C. About right
 - D. Somewhat lenient
 - E. Too lenient
 - F. No opinion
17. Members of federal civilian employee unions have benefited from the efforts of their unions.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
18. Currently, federal civilian employee unions have the right to strike.
- A. True
 - B. False
 - C. Don't know
19. Military fringe benefits (i.e., commissary, retirement, medical care, etc.) are being eroded.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
20. A military union could prevent the erosion of fringe benefits.
- A. Not applicable: do not believe benefits are being eroded
 - B. Strongly disagree
 - C. Disagree
 - D. Inclined to disagree
 - E. Undecided
 - F. Inclined to agree
 - G. Agree
 - H. Strongly agree

21. Pay raises over the past five years have adequately offset increases in the cost of living.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
22. A military union could secure higher pay raises for its members.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
23. There is a need for a military union.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
24. Military personnel can (and some do) belong to civilian labor unions.
- A. True
 - B. False
 - C. Don't know
25. Military personnel can belong to a military union.
- A. True
 - B. False
 - C. Don't know
26. Federal civilian employees belonging to a work unit represented by a recognized union are covered by the union contract even though they may not be members of the union.
- A. True
 - B. False
 - C. Don't know

27. Membership in a military union would have what effect upon my chances for promotion?
- A. Significantly increase
 - B. Increase
 - C. No effect: neither increase nor decrease
 - D. Decrease
 - E. Significantly decrease
 - F. Undecided
28. If a military union is formed, it should be restricted to enlisted personnel.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
29. Unions attempt to take away the rights of managers.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
30. Currently, a supervisor has the right to know which of his federal civilian employees belong to a union.
- A. True
 - B. False
 - C. Don't know
31. A military union should have no say in operational matters.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree

32. My present job is:
- A. Boring
 - B. Not challenging
 - C. Somewhat challenging
 - D. Challenging
 - E. Very challenging
33. What is your opinion of the quality of leadership in the Air Force?
- A. Excellent
 - B. Above average
 - C. Average
 - D. Below average
 - E. Poor
34. Are you given the freedom you need to do your job well?
- A. Never
 - B. Seldom
 - C. Sometimes
 - D. Often
 - E. Always
35. Do you think your present job is preparing you to assume future positions of greater responsibility?
- A. Definitely no
 - B. Probably no
 - C. Undecided
 - D. Probably yes
 - E. Definitely yes
36. What kind of influence does your immediate supervisor have on your organization?
- A. Very favorable
 - B. Favorable
 - C. Neutral
 - D. Unfavorable
 - E. Very favorable
 - F. Don't know
37. An individual can get more of an even break in civilian life than in the Air Force.
- A. Strongly disagree
 - B. Disagree
 - C. Undecided
 - D. Agree
 - E. Strongly agree

38. How often are you given feedback from your supervisor about your job performance?
- A. Never
 - B. Seldom
 - C. Sometimes
 - D. Frequently
 - E. Very frequently
39. How often do you and your supervisor get together to set your personal performance objectives?
- A. Never
 - B. Seldom
 - C. Sometimes
 - D. Frequently
 - E. Very frequently
40. Which one of the following shows how much of the time you feel satisfied with your job?
- A. All the time
 - B. Most of the time
 - C. A good deal of the time
 - D. About half of the time
 - E. Occasionally
 - F. Seldom
 - G. Never
41. Choose the one of the following statements which best tells how well you like your job.
- A. I hate it
 - B. I dislike it
 - C. I don't like it
 - D. I am indifferent to it
 - E. I like it
 - F. I am enthusiastic about it
 - G. I love it
42. Which one of the following best tells how you feel about changing your job?
- A. I would quit this job at once if I could
 - B. I would take almost any other job in which I would earn as much as I am earning now
 - C. I would like to change both my job and my occupation
 - D. I would like to exchange my present job for another one
 - E. I am not eager to change my job, but I would do so if I could get a better job
 - F. I cannot think of any jobs for which I would exchange
 - G. I would not exchange my job for any other

43. Which one of the following shows how you think you compare with with other people?
- A. No one likes his job better than I like mine
 - B. I like my job much better than most people like theirs
 - C. I like my job better than most people like theirs
 - D. I like my job about as well as most people like theirs
 - E. I dislike my job more than most people dislike theirs
 - F. I dislike my job much more than most people dislike theirs
 - G. No one dislikes his job more than I dislike mine
44. The prestige of members of the military has declined over the past several years.
- A. Strongly disagree
 - B. Disagree
 - C. Undecided
 - D. Agree
 - E. Strongly agree
45. I believe that military unions would:
- A. Significantly improve relations between supervisors and subordinates
 - B. Somewhat improve relations between supervisors and subordinates
 - C. Have little or no impact upon relations between supervisors and subordinates
 - D. Have a negative impact upon relations between supervisors and subordinates
46. Membership in a military union would have what effect on an individual's professionalism?
- A. Significantly increase
 - B. Increase
 - C. No effect: neither increase nor decrease
 - D. Decrease
 - E. Significantly decrease
 - F. Undecided
47. If military unions were established and recognized, the effectiveness of the Air Force in performing its mission would be:
- A. Significantly increased
 - B. Increased
 - C. Slightly increased
 - D. Neither increased nor decreased
 - E. Slightly decreased
 - F. Decreased
 - G. Significantly decreased

48. Union representation would insure that military members are treated with dignity as individuals.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
49. The military promotion system is fair.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
50. The military promotion system is effective (i.e., the most qualified people are generally selected for promotion).
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
51. Strikes can be a legitimate means of collective action and should be permitted for military personnel in non-critical jobs.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
52. Union leaders generally act in the best interests of union members.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree

53. A military union could solve problems which an individual, on his own, would be unable to solve.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
54. I would join a military union.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
55. A military union could effectively represent the interests of military personnel with the Congress through lobbying.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
56. There is a need for such a lobbying effort in behalf of military personnel.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
57. A military union could look after the interests of military personnel by helping to resolve disputes through direct negotiation with the Air Force.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree

58. There is a need for such third party representation of individual Air Force members.
- A. Strongly disagree
 - B. Disagree
 - C. Inclined to disagree
 - D. Undecided
 - E. Inclined to agree
 - F. Agree
 - G. Strongly agree
59. Are you currently a member of a civilian labor union?
- A. No
 - B. Yes
60. Have you ever belonged to a union?
- A. No
 - B. Yes, and it was advantageous
 - C. Yes, but it was neither advantageous nor disadvantageous
 - D. Yes, and it was disadvantageous
61. Do any of your friends belong to a union?
- A. No
 - B. Yes, and overall they feel union membership is advantageous
 - C. Yes, but overall their feelings about union membership are mixed
 - D. Yes, and overall they feel union membership is disadvantageous
62. Were (or are) either of your parents members of a labor union?
- A. No
 - B. Yes, and it was/is advantageous
 - C. Yes, but it was/is neither advantageous nor disadvantageous
 - D. Yes, and it was/is disadvantageous
63. Between the ages of 6-17 years, where did you live most of the time?
- A. On a farm
 - B. In a small town (less than 10,000 population)
 - C. In a moderate sized town or city (10,000 - 100,000 population)
 - D. In a suburb of a large city
 - E. In a large city (over 100,000 population)

64. Between the ages of 6-17 years, in which geographic region of the United States did you live most of the time?

- A. Northeast (CT, MA, ME, NH, NJ, NY, RI, VT)
- B. Central eastern (DE, DC, MD, PA, VA)
- C. Southeastern (AL, FL, GA, LA, TN, KY, MS, NC, SC)
- D. North central (IL, MI, MN, ND, SD, WI)
- E. Midwestern (IN, IA, KS, MO, NE, OH, WV)
- F. South central (AR, OK, TX)
- G. Rocky Mountain (CO, ID, MT, UT)
- H. Southwestern (AZ, NM)
- I. Northwestern (WA, OR, AK)
- J. Western (HI, CA, NV)
- K. Other

65. Military unionization is inevitable.

- A. Strongly disagree
- B. Disagree
- C. Inclined to disagree
- D. Undecided
- E. Inclined to agree
- F. Agree
- G. Strongly agree

APPENDIX B
BIOGRAPHICAL SKETCHES OF PANEL MEMBERS

BIOGRAPHICAL SKETCHES OF PANEL MEMBERS

JOAN H. ZISKA

Mrs. Ziska is currently the Labor Relations Officer, 2750th Air Base Wing, Wright-Patterson AFB, Ohio. In this position, she serves as the Chief Negotiator for the Commander, 2750th Air Base Wing, during contract negotiations with federal employee labor unions having exclusive bargaining rights for Wright-Patterson AFB. Mrs. Ziska assisted in the development of the Annual Labor Management Relations Seminar sponsored by the Federal Executive Association of Dayton, Ohio, and has been an active participant in similar seminars conducted by both professional associations and the Civil Service Commission. Mrs. Ziska is a member of the Society for Federal Labor Relations Professionals, the Miami Valley Personnel Association, and the International Personnel Management Association. She is frequently a guest lecturer on labor-management relations in graduate level courses of the School of Systems and Logistics, Air Force Institute of Technology (AU), Wright-Patterson AFB, Ohio. Mrs. Ziska is a graduate of Wittenberg University.

MAJOR DENIS D. UMSTOT

Major Denis D. Umstot is an Assistant Professor of Management in the Management Studies Department, Graduate Education Division, School of Systems and Logistics, Air Force Institute of Technology.

Major Umstot holds a Bachelor of Science Degree from the University of Florida, a Master of Science Degree from the School of Systems and Logistics, Air Force Institute of Technology (class of 1967). His Ph.D. is in Business Administration with a major in Management and Organizational Behavior and minors in Human Resource Management, Public Administration, and Research Methods. His Air Force Experience includes both the supply and logistics plans areas. His supply assignments included Maintenance Support Officer, Management and Procedures Officer, and Base Supply Officer in both SAC and USAFE. His logistics assignments included Military Assistance Plans (Thailand), Advisor to Vietnamese Air Force Depot Materiel Management Directorate, and Logistics Plans Officer for HQ TAC. Major Umstot is active in the Academy of Management.

Areas of research interest include organizational behavior, organizational psychology, and personnel management subjects. He is particularly interested in job enrichment, organizational development, motivation, problems with women and minorities, and goal setting.

MAJOR MICHEAL B. MCCORMICK

Major Micheal B. McCormick is an Assistant Professor of Management in the Management Studies Department, Graduate Education Division, School of Systems and Logistics, Air Force Institute of Technology.

Major McCormick holds a Bachelor of Science Degree in Business Administration from the University of Oregon, a Master of Business Administration Degree and a Doctor of Philosophy Degree in Business Administration from the University of Missouri - Columbia. He is a member of Phi Beta Kappa, national scholastic honor society, and Beta Gamma Sigma, national business administration honor society. His Air Force experience has been with the Strategic Air Command and the Aeronautical Chart and Information Center. He has logistics experience as a wing level supply officer and as the commander of an overseas cartographic depot. The later included moving the depot, with all of its human and moveable physical assets, from France to England. He has operations experience as a missile combat crew commander (instructor crew), as Chief, Wing Plans and as Chief, Plans and Intelligence Division (wing level).

Areas of research interest include decision making, organizational behavior, organizational climate, and motivation.

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