

Contents

<i>List of figures</i>	viii
<i>List of tables</i>	ix
<i>Preface</i>	xi
1 Setting the stage	1
2 Change and continuity in workplace industrial relations	10
3 The climate concept	29
4 The research design	52
5 The overall findings	94
6 The case-study analysis	117
7 Conclusions and future inquiry	162
<i>Appendices</i>	
1 The interview schedule and climate questionnaire	173
2 Three cross-sectional case-studies	180
<i>References</i>	201
<i>Index</i>	211

List of figures

3.1	A model for studying workplace industrial relations climate	38
3.2	The industrial relations climate model and summary of relevant factors	45
5.1	Plot of organizational context dimensions	97
5.2	IR context: plot of facilitative relations and union dominance	102
5.3	Tests of the overall model (path analyses involving branch plant orientation and instability as organizational contexts)	112
5.4	Tests of the overall model (path analyses including the size, age and labour market dependency as organizational contexts)	114
6.1	WRA organizational chart (1987)	120
6.2	A comparison of climate scores for WRA (1987 to 1989)	123
6.3	The City Library's organization chart (1989)	128
6.4	A comparison of the climate scores for the City Library (1987 to 1989)	131
6.5	Partial organization chart of Merton Brewery Plant (1987)	134
6.6	Reorganization of Merton Plant in 1989	135
6.7	A comparison of climate scales for 1987 and 1989 in Merton Plant	138
6.8	A comparison of climate scales for 1987 and 1989 in Clark Brewery Plant	144
6.9	Partial organization chart for CCS (1989)	147

List of tables

4.1	Rating of the relevance of items measuring IR climate by an independent sample of IR actors	55
4.2	Preliminary IR climate scales, their sample items and reliability estimates	56
4.3	Selected features of the two organizations in the validation study	58
4.4	Factor analysis of the IR climate data from the validation study	60
4.5	Descriptive statistics, reliability, and agreement estimates of IR climate scales from the validation study	63
4.6	Size, age, and service/manufacturing classification of the sample by industry type	67
4.7	Status of the organizations in sample by industry type	68
4.8	Age, sex, length of service, education, position, and union membership of the respondents to the climate questionnaire	70
4.9	Characteristics of the questionnaire sample by organization	71
4.10	Factor analysis of the workplace industrial relations climate items (with varimax rotation)	82
4.11	Means, standard deviations, reliability estimates, and within-organization agreement coefficients for workplace industrial relations climate scales	85
4.12	Descriptive statistics of selected variables for the longitudinal study	90
4.13	Characteristics of the seven organizations in the longitudinal study	91
4.14	Means, standard deviations, reliability estimates, and agreement coefficients for workplace industrial relations climate scales for six organizations in the second data set (1989)	92

x *List of tables*

5.1	Factor analysis of organizational context (with varimax rotation)	96
5.2	Factor analysis of organizational structure (with varimax rotation)	98
5.3	Factor analysis of industrial relations context (with varimax rotation)	100
5.4	Factor analysis of IR outcomes (with varimax rotation)	104
5.5	Correlation matrix of the aggregate variables in the overall model	105
5.6	Step-wise regressions of climate and outcomes on independent variables in the model (i branch plant orientation)	107
5.7	Step-wise regressions of climate and outcomes on independent variables in the model (ii instability)	108
5.8	A comparison of the explanatory power of the model	110
5.9	Additional step-wise regression	116
6.1	A comparison of selected factors in Western Recreational Association (1987 and 1989)	124
6.2	A comparison of scores on selected variables at City Library (1987 and 1989)	129
6.3	A comparison of the key variables for Merton Brewery Plant (1987 and 1989)	136
6.4	A comparison of the key variables for Clark Brewery Plant (1987 and 1989)	142
6.5	A comparison of key variables for CCS (1987 and 1989)	150
6.6	A comparison of organizational and IR factors for Graphica (1987 and 1989)	155
6.7	Characteristics of the three case examples from the cross-sectional study	157
6.8	A summary of the six longitudinal case-studies	160