

Organizational Commitment of Professional Employees in Union and Nonunion Research Libraries

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This study was a comparative exploration of organizational (library) commitment among professional library employees in unionized and nonunionized research libraries. Based on a survey of 400 individuals, the study examined organizational commitment and its relationship to (1) union presence; (2) union membership status; and (3) union commitment. The results of the statistical analysis revealed that union presence was a negative predictor of organizational loyalty; registered and nonregistered union members shared similar attitudes toward their employing organization; and union commitment tended to be a positive predictor of organizational commitment. The conflicting findings in the test of the relationships between organizational commitment and union presence and between organizational commitment and union commitment might be partially attributed to the fact that union commitment was relatively low among the library professionals. In addition, such results suggest that among union libraries factors other than union loyalty may negatively affect employee feelings toward their library.



Union organization has often generated concerns about the possible conflicts it might introduce in the relationship between employees and employer. Such concerns have also been expressed in the library literature, however, without any attempt to investigate in a systematic way the consequences of unionization for the profession's allegiances. Even outside the library field the topic of union impact on the employees' loyalty to their employer has received only sporadic research attention, mainly in the area of blue-collar workers. However, research findings on this subject can have a particular importance among professional employees—in this group of workers the

issue of unionization and its potential consequences have been controversial for at least the last two decades.

This study was designed to investigate any associations between unions and commitment to the library as an employer. It was based on survey results from library employees who had an M.L.S. or equivalent degree and held positions with professional classification (academic or faculty status) in unionized and nonunionized research libraries. The data received from the two groups, union and nonunion, were compared in order to examine the relationship between commitment to the library as an employing organization and (1) union presence; (2) union

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membership status; and (3) union commitment.

Multiple regression analysis was used with the control of several demographic variables that could otherwise affect the results of the statistical analysis. Although these control variables were not of central concern in the research, their entrance into the regression equations allowed the examination of their possible impact on the way the surveyed employees felt about their library employer.

BACKGROUND OF THE STUDY

The emergence of unions can be treated as the result of conflict of interests between management and the workers. Ralf Dahrendorf suggests that such conflicting goals always exist in all authority relations, but it takes the conscious organization of opposing groups to make them clear and articulate to their members.¹

Dahrendorf's basic argument has been that social organizations, and in fact all of society, are characterized by authority relations. Authority exists "wherever there are people whose actions are subject to legitimate and sanctioned prescriptions that originate outside them but within the social structure."² The implication is that authority, in any form, is an inherent element in the social structure, independent of the personality of the people who exercise it.

One of the most important propositions of Dahrendorf's theory is that authority relations are the cause of potential clashes of interests between those endowed with the decision-making power and those who are subject to it. Under certain conditions, Dahrendorf says, these clashes generate the formation of interest groups that attempt to modify the characteristics of the social structure. The purpose of such groups is to improve the status of their members and increase the probability of finding satisfaction for their wants and needs.

Thus, group conflict can be perceived as an inescapable consequence of the presence of opposing interests, and as Lewis A. Coser defines it, "a struggle over values and claims to scarce status,

power and resources."³ It is true that conflict often carries with it negative connotations that come from the very fact that it is usually associated with aggression and hostility. Yet, as Coser explains, "aggression may be regarded as an index of conflict, but this does not imply that every conflict must be accompanied by aggressiveness."⁴ A number of sociologists believe that the existence of conflict is not necessarily detrimental or dysfunctional for the relationships in which it occurs. Some prefer to treat it as a balancing force in power distribution and, for this reason, as valuable and beneficial. Georg Simmel, for example, described conflict in the following terms:

Conflict is designed to resolve divergent dualisms; it is a way of achieving some kind of unity. . . . This is roughly parallel to the fact that it is a most violent symptom of a disease which represents the effort of the organism to free itself of disturbances and damages caused by them. . . . Conflict itself resolves the tension between contrasts.⁵

In this way, Simmel advances the notion that conflict serves as a "safety valve" for the release of hostility which otherwise would be detrimental in the relation between the antagonists. By releasing feelings of resentment, conflicts can work as a force for maintaining a relationship.

Employee organization in the form of either unions or other independent employee associations is one example of contemporary experience of social conflicts. The beginning of the twentieth century saw the phenomenal rise of big business and big government. As C. Wright Mills describes, both in the private industry and public sector, employees often found themselves in confrontation with complex and depersonalized employment relations. In such a bureaucracy, unions appeared to some of these employees as one way to exert some influence in the creation of work rules.⁶

However, by the 1950s the fast expansion of unionization brought with it deep concern about the organized employees' degree of commitment to their

employing organization. According to Lois Dean, a number of people considered it a matter of common sense that workers who belonged to or supported union organizations perceived a fundamental conflict of interest with management, which caused them to identify less with the employing organization.⁷ Scholars of that period, for instance, Solomon Barkin and George W. England, argued that workers cannot maintain loyalty to both their unions and companies at the same time.^{8,9} England tried to prove his thesis with the evidence of a study he conducted within two unionized employee groups. His research, however, showed that there was actually no strong relationship between attitudes toward the company and attitudes toward the union.

These suggestions gave rise to research interest and were soon challenged by new research findings which indicated that rank and file loyalty to the union did not necessarily preclude loyalty to management.¹⁰ In 1952, Arnold Rose, in a study of a Teamsters' local in St. Louis, said, "People can have loyalty to two or more groups or two sets of values, even when those groups or values are in conflict. In concrete terms, loyalty to the union does not mean disloyalty to the employer."¹¹

Two years later, Dean found that positive attitudes toward both union and management may occur regardless of the degree of conflict between union and management. More specifically, using data from three union studies, Dean reported that even in cases of overt conflict between the two organizations, the worker's dual loyalty may still exist in the plant. Also in this study, the workers who were found to feel most positively toward management were equally well-disposed towards the union, and vice versa.¹² Dean's research findings were confirmed by Ross Stagner in his Illini City investigation, and Theodore Purcell in his research on the concept of dual allegiance in a meat packing plant in Chicago.^{13,14} Both of these studies showed that dual commitment is possible among union members.

In spite of all the research ferment that the concept of dual allegiance created in the 1950s, the subject lay dormant for nearly twenty years. In the meantime, the research interest shifted to the concept of organizational commitment, which, according to Harold L. Angle and James L. Perry, later inspired the resurgence of the theme of dual commitment.¹⁵

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In recent years, a number of studies have tried to explain variances in the degree of dual allegiance among rank and file union members. For example, Cynthia Fukami and Erik Larson examined the degree of expressed dual commitment among unionized blue-collar workers in the private sector.¹⁶ Their analysis of data initially indicated a significant correlation between union and organizational commitment. However, when the members' perceptions of the nature of the union-management relations were controlled, this relationship was insignificant. Fukami and Larson pointed out that union employees may be equally committed to their employer and union, but that the strength of this dual commitment depends on the way workers experience union-management relations in their workplace.

Taking a similar approach, Angle and Perry investigated twenty-two municipal unionized bus companies. These researchers verified that the extent of expressed dual commitment is related to the nature of the labor-management relationship and the degree of cooperation between the two. In addition, Angle and Perry found that dual allegiance was moderated also by the worker's degree of union participation. The more active members were, the weaker the relationship between organizational and union commitment. The researchers offered no theoretical explanation in relation to this finding.¹⁷

Another recent study focusing on the same issue was James Martin's examination of the concept of dual allegiance in a federal government facility in a large Midwestern city.¹⁸ In contrast to previous studies, Martin analyzed responses of both union and nonunion members within a single bargaining unit. An interesting result was that the largest portion of union members expressed positive attitudes toward both union and management. Conversely, the majority of nonmembers had negative attitudes toward both union and management. Martin tried to explain his findings as a result of the union's cooperative relations with management. Unfortunately, Martin's conclusions suffer from limited applicability because of the very small sample of participants he used.

Daniel Gallagher was the second to attempt an examination of the relationship of union versus organization commitment on a similar sample of federal government employees.¹⁹ Like Martin, Gallagher tried to compare the relationship of union and organizational commitment between dues-paying members and nonmembers who belonged in the same bargaining unit. Gallagher found that the levels of commitment to the employer for both union members and those who had never been members were equivalent. In contrast to Martin, Gallagher indicated that nonmembers did not have negative feelings toward their employer but they reported higher commitment to the employing organization rather than to the union. In his conclusion Gallagher also argued that "a worker's decision to join a union should not be interpreted as evidence of low commitment to the organization."²⁰ Gallagher's statement parallels the conflict theorists' belief that conflict is a natural, and not necessarily a disruptive, process.

In general, as Angle and Perry indicate, the above studies show that "dual commitment is a relatively common phenomenon."²¹ Along these lines the present study tried to verify the degree of organizational commitment, this time among professional union employees. Union organizing and its relation to cer-

tain work attitudes, especially among professionals, has attracted many arguments but rather limited research attention. Even those few investigations which dealt with unions and their effect on the professional employees' attitudes mainly focused on those factors influencing voting behavior during union elections. Researchers have not yet paid much attention to how these employee organizations might affect employee attitudes after the organizations are established. The scarcity of such research is particularly evident in the professional library literature where the question of conflict between unionized library employees and management has generated many arguments, yet no empirical evidence to support them. Consequently the present study was designed to address the relationship between union presence and commitment to the employing organization among professional employees in libraries.

For the purposes of this investigation, Richard Mowday, Lynman Porter, and Richard Steer's definition of organizational commitment was employed. Organizational commitment is the result of an employee's having:

- a. a strong belief in and acceptance of the organization's goals and values;
- b. a willingness to exert considerable effort on behalf of the organization; and
- c. a strong desire to maintain membership in the organization.²²

It should be noted that the terms *organizational commitment* and *library commitment* are used interchangeably in this study to mean the way the respondents feel about their library as an employer. The questions of the survey instrument measured the participants' sentiments about their library as an employing organization.

HYPOTHESES

The hypotheses of this study tested the possibility of differences in organizational commitment among professional librarians in union versus nonunion research libraries and registered versus nonregistered union members. The rela-

tionship between union commitment and organizational commitment was also investigated. The questions tested included:

1. Is there a significant relationship between the presence of unions and professional librarians' commitment to their library?
2. Is there a significant relationship between union membership status and professional librarians' commitment to their library?
3. Is there a significant relationship between the professional librarians' commitment to the union and their commitment to their library?

METHOD

*Subjects and Setting*²³

The subjects of this study were employees with professional appointments in academic research libraries that are members of the American Research Library Association (ARL). For the purpose of the present research, professional library employees were defined as full-time or part-time library employees who had an M.L.S. or equivalent degree and held positions with professional classification (academic or faculty status).

In August 1991 requests for participation were mailed to twenty-six United States research libraries which at the time did not have union representation for either professional or paraprofessional staff. These libraries were selected by eliminating from a list of ARL academic libraries those which had bargaining agreements for professional and/or paraprofessional library staff. The sample was then drawn from the remaining population, using a table of random numbers.

At the same time another mailing was sent to all seventeen American research libraries that had union representation for their professional library employees. The reason for including a larger sample of nonunion libraries was that the majority of ARL institutions did not at the time have bargaining agreements. In order to achieve a more accurate representation, the researcher decided to include a larger number of libraries without union representation.

The letter to both types of institutions was addressed to library directors and explained the purpose of the study and asked for their participation. Nineteen nonunion research libraries (i.e., 73 percent of the original nonunion library sample) and thirteen union research libraries (i.e., 76 percent of the union library sample) agreed to participate.

Based on lists of employee names provided by the libraries, the researcher calculated a percentage of individuals that would be asked to participate in the study so that the total number of participants for each of the two groups, union and nonunion, was two hundred. Excluded from the population were law and health library professionals, as well as librarians at regional campuses. The reason for this exclusion was that among campuses there was no consistency in whether law, health, or regional campus libraries were part of the central research library system or whether they operated independently from it. In an effort to create a more homogeneous population profile, the researcher decided to exclude them from the survey. Also excluded from the nonunion list were higher administrative staff, that is, directors, assistant directors, and personnel administrators, because this type of employee was not part of the union group (higher administrative staff are not represented by unions). Finally, the names of participants in the survey were selected using a table of random numbers.

Measures

Commitment to the employing organization was measured by Porter's Organizational Commitment Questionnaire (OCQ).²⁴ Minor modifications were made in the language of this questionnaire to make it more suitable to the surveyed population. OCQ has been used extensively in previous studies that measured worker commitment to employers. Previous research has shown sufficient levels of reliability and validity as a general measure of commitment for most working populations. In addition, the definition of organizational commitment used in the construction of

OCQ was consistent with the purposes of this investigation.

The union commitment measure of this study included eleven items adapted from Porter's Organizational Commitment Questionnaire (OCQ). A very similar instrument was previously used in union studies by Chester A. Schriesheim and Anne S. Tsui, Dan R. Dalton and William D. Todor, and Edward J. Conlon and Daniel J. Gallagher.²⁵⁻²⁷ A few modifications in the language of this measure were included to better fit the purposes of this study. This questionnaire had shown high levels of internal reliability and agreed with the definition of union commitment in the present study. The items of this measure were included only in the survey of the union participants.

The response format for the items of both OCQ and union commitment measure employed a 5-point Likert Scale (1 to 5) with anchors ranging from "strongly agree" to "strongly disagree."

Participants in the union sample were asked to identify themselves as registered or nonregistered union members. Based on the design of similar past studies, all respondents were asked to indicate their gender, age, total years of work as a library employee, full-time or part-time employment status, and total annual salary. In the present research these demographic variables entered the statistical analysis as control variables. In this way it was also possible to explore the extent to which they may also have an effect on organizational commitment.

The last page of the questionnaire invited the participants to offer additional comments or other information that they thought might be valuable to the study. These comments were used to speculate further on the results of this research.

Data were collected during fall 1991. Out of the total sample of 400 surveyed individuals, 363 or 91 percent responded, including six refusals to participate and thirteen invalid responses. Excluding the refusals and invalid responses, the response rate reached 89 percent. Within the nonunion group

there were 189 or 94.5 percent returned responses, whereas within the union group there were 174 or 87 percent returned responses.

RESULTS

Table 1 provides the population profile of this survey based on an analysis of the demographic characteristics of the respondents.

It should be noted that the distribution of the population regarding employment status (full-time versus part-time) was quite uneven. However, the researcher decided to include this demographic variable in the analysis of data.

TABLE 1
SUMMARY OF DEMOGRAPHIC
CHARACTERISTICS FOR
RESPONDENTS

Demographic Characteristics	% of Respondents
<i>Gender</i>	
Male	36.3
Female	63.7
<i>Age</i>	
20-30	5.3
31-40	29.6
41-50	41.6
51-60	15.0
over 61	8.5
<i>Years of library experience</i>	
1-5	12.8
6-10	18.1
11-15	18.7
16-20	20.2
21-25	15.8
26-30	7.0
over 31	7.4
<i>Employment status</i>	
Full-time	93.9
Part-time	6.1
<i>Annual salary</i>	
less than \$20,000	3.2
20,000 to 24,999	7.3
25,000 to 29,999	19.8
30,000 to 34,999	17.5
35,000 to 39,999	17.3
40,000 to 44,999	17.3
over \$45,000	17.6

TABLE 2
 REGRESSION RESULTS PREDICTING LIBRARY COMMITMENT
 BY TYPE OF INSTITUTION (UNION VERSUS NONUNION)
 WITH DEMOGRAPHICS AS CONTROL VARIABLES

Independent Variables	Coefficient	T	Sign T
Union	-4.860	-3.998	0.000***
Gender	2.255	1.838	0.067
Age	0.239	0.278	0.781
Years of library experience	-0.345	-0.628	0.530
Part-time (versus full-time)	6.160	2.222	0.027*
Salary	1.553	3.382	0.001**
Constant	42.674		

Note: The whole regression model had an $R^2 = 0.076$, with $F = 4.550$, $p < .001$ ($df = 6,331$).

$N = 344$; * $p < .05$; ** $p < .01$; *** $p < .001$

The means of organizational commitment among professionals in unionized and nonunionized institutions were quite moderate, 3.114 and 3.375 respectively, indicating that, in general, the surveyed population seemed to feel more or less neutral about their library employer.

Multiple regression analysis was used for the test of all three hypotheses of the study. This procedure allowed for the control of demographic variables such as gender, age, years of library experience, employment status (full-time versus part-time), and salary, which were included in all regression equations.

Table 2 presents the findings of the regression analysis for the first hypothesis of the study which tested the significance of the relationship between union presence and professional librarians' commitment to their library.

The results indicated that the presence of unions, part-time employment status, and salary were statistically significant contributing factors to overall library commitment. Specifically, union presence was negatively related to library commitment, while the two demographic variables of part-time employment and salary had a significant positive relation with library commitment. Professional employees in unionized libraries reported lower feelings of commitment to their library. In addition, those with part-time appointments and higher sala-

ries tended to identify more strongly with their employer.

The above regression model had a relatively low R^2 value. Only 7.6 percent of the variance of overall library commitment could be explained by the variables of union presence and the demographic control variables (particularly, part-time status and salary).

This study investigated the issue of organizational commitment within the union group. Specifically, it explored the possibility of a difference in the feelings of organizational loyalty among professional library employees who were registered union members and those who were not registered members but were covered by their library's collective bargaining agreement. Table 3 presents the results of the regression analysis.

Union membership, after controlling for demographic characteristics, had no significant relationship with organizational commitment. Salary, once again, proved to have a positive relationship with commitment to the library. As a matter of fact, 11.6 percent of the variance of library commitment among the respondents in unionized institutions was explained primarily by the salary variable. Those participants with high salaries tended to report stronger commitment to their library regardless of whether they were registered or nonregistered union members.

TABLE 3
REGRESSION RESULTS PREDICTING COMMITMENT TO THE LIBRARY
BY TYPE OF UNION MEMBERSHIP (REGISTERED VERSUS NONREGISTERED
MEMBERS) WITH DEMOGRAPHICS AS CONTROL VARIABLES

	Coefficient	T	Sign T
Union membership	1.582	0.794	0.429
Gender	3.664	1.903	0.059
Age	1.090	0.824	0.411
Years of library experience	-1.482	-1.838	0.068
Part-time (versus full-time)	6.387	1.524	0.130
Salary	2.538	3.693	0.000***
Constant	32.511		

Note: The whole regression model had an $R^2 = 0.116$, with $F = 3.205$, $p < .01$ ($df = 6,146$).

$N = 155$; *** $p < .001$

TABLE 4
REGRESSION RESULTS PREDICTING THE RELATION
OF LIBRARY COMMITMENT TO UNION COMMITMENT
WITH DEMOGRAPHICS AS CONTROL VARIABLES

Independent Variable	Coefficient	T	Sign T
Union commitment	0.232	2.482	0.014*
Gender	3.718	1.971	0.051
Age	0.579	0.440	0.661
Years of library experience	-1.279	-1.608	0.110
Part-time (versus full-time)	7.317	1.791	0.075
Salary	2.622	3.931	0.000***
Constant	26.186		

Note: The whole regression model had an $R^2 = 0.148$, with $F = 4.244$, $p < .01$ ($df = 6,146$).

$N = 155$; * $p < .05$; *** $p < .001$

The relationship of union commitment to library commitment was also explored in this study. Among unionized employees, the overall mean of union commitment was equal to 2.858 (3.315 for registered members and 2.402 for nonregistered members). A *t*-test indicated that there was a significant difference between the respondents' union commitment and organizational commitment ($t = 12.227$, $df = 154$, $p < .001$). Feelings of loyalty to the union tended to be lower than feelings of commitment to the library.

The present research investigated the possibility of a relationship between union commitment and library commitment. It was presumed that the responses of those most committed to their union would most clearly portray the effect of unionization on organizational loyalty. The results of the regression analysis for the test of the third hypothesis are presented in table 4.

The relationship between union commitment and library commitment was found to be statistically significant. Specifically, the two variables of union and library commitment had a significant positive relationship. Those professionals most committed to their union tended to report a higher level of commitment to their library employer. As in the previous hypothesis testing, salary came out as another statistically significant variable, positively related to library commitment. Union commitment and salary were the main variables that explained 14.8 percent of the variance of organizational commitment.

DISCUSSION

This study explored the degree of commitment unionized professional library employees have toward their library employer. According to Simmel, the

presence of conflict between two groups may not always imply that their relationship is dysfunctional.²⁸ On the contrary, conflict may resolve tensions and lead to healthier coexistence. Despite Simmel's argument, however, the presence of unions often generated concern about the unionized employees' attitude toward their employing organization. The general literature has often cited opinions that unions hamper the ability of employees to identify with the goals and values of the employing organization.

This study found that union presence had a statistically significant negative relationship to overall organizational commitment. Professional library employees in unionized institutions tended to identify less with their library employer than their professional colleagues in nonunionized institutions. It needs to be acknowledged that despite the statistical significance of these results, the relationship between union presence and library commitment was not very strong ($R^2 = 0.076$). Much of the variance of organizational commitment could not be explained by either the presence of unions or the demographic variables entered in the equation.

Previous research has implied that commitment to the employing organization may be related to union membership status and union commitment.²⁹ The same research as well as theoretical reasoning on the concept of dual allegiance also suggested that unionized workers may often feel the same degree of loyalty to both their union and their employer.

The present study found no significant relationship between organizational commitment and union membership status. However, when the relationship between union commitment and organizational commitment was tested, union commitment in combination with salary was statistically significant and positively related to organizational commitment among library professionals. This finding agreed with previous research findings that unionized employees may feel equally strongly about their employing and bargaining organization; that is, that

employees who feel very strongly about their union may also feel very strongly about their employer. The present data analysis also indicated that union commitment along with the variable of salary primarily explained 14.8 percent of the variance in library commitment.

Such results support arguments about the possibility of dual allegiance by showing that union commitment is a positive predictor of professional librarians' organizational loyalty. In other words, interest groups such as unions do not always destroy the employees' loyalty to their organization. By providing an outlet to deal with work problems, employee organization may strengthen the ties between employee-employer. The consequences of such a link between these two types of loyalties can be very important for the way both employers and employees react to union organizing.

Still, union commitment among the respondents was not very high. The survey participants had a more favorable attitude towards their library employer rather than the unions that represented them. The reason union commitment was not very high among union participants could not be explained within the scope of this study. A few respondents commented that the unions at their campuses were "aggressive," "irrelevant," or "more concerned with the problems of teaching faculty." There was also one respondent who indicated, "Most employees stayed away from the union because they feared for their jobs." Further research needs to explore the variable of union loyalty among libraries and the factors affecting it.

One could speculate that the lack of very positive attitudes toward unions might relate to the fact that although union commitment was found to be positively linked to library commitment, union presence per se was negatively related to library commitment. Such findings suggest that among institutions with union representation there might be factors other than union loyalty that negatively affect employee feelings toward their organization. A number of comments received by participants regarding their work experience provided

grounds for further speculation as to possible sources of discontent.

Specifically, it was the researcher's observation that the great majority of remarks received by respondents in unionized institutions (a total of sixty-five comments) addressed serious problems with administration, both library and university. Complaints were particularly strong, especially from within certain institutions. Some characteristics attributed to library administration included indifference to students, faculty, or staff; "mendacious and myopic" behavior; lack of respect and recognition for the employees; lack of commitment to public service; lack of understanding of the real problems; and lack of clear goals or mission for the library. Arbitrary and authoritarian decision making, according to a majority of respondents, seemed to be one of the major problems at their institutions. A number of these participants also expressed frustration at the appointment of business-minded library directors who lacked an understanding of libraries. Finally, "stifling bureaucracy" both at the university and library level was another major complaint among library professionals in unionized institutions. As one of the respondents put it, "more emphasis [is placed] on form and flash than substance and service."

Comments such as the above stood in contrast to comments received by respondents in nonunion libraries (a total of fifty-four comments). The majority of statements by this second group of participants was much more positive and referred to attributes of each individual's job rather than to relations with administration. Innovation, challenge, flexibility in work assignments, encouragement of originality and creativity, job responsibility, and individual initiative were some of the characteristics that those participants attributed to their work. In addition, attitudes toward man-

agement, whenever negative, were tempered by a rather more positive outlook. For example, one of the respondents commented that "within my unit of the library, the high caliber of personnel management, concern for individuals, and team-building help overcome negative forces such as low salaries and budget cutbacks."

Because such comments were collected by the participants of this study on a voluntary basis, they did not necessarily provide a completely objective or comprehensive picture of reality in these institutions. However, these remarks may suggest that the presence of unions might be an indication of problems with administration and discontent with the work situation at these institutions. Future research needs to explore further whether and why library employees at unionized campuses tend to have such negative feelings. Are there problems particular to these institutions, or is it that union employees tend to be more critical toward their employer?

Finally, demographic characteristics were not of central concern in the analysis of data. They entered the regression equations only as control variables. However, some of them, in particular part-time status and especially salary, came up as statistically significant in relation to organizational commitment. More systematic analysis needs to examine the strength of such a relationship. Unfortunately, in the present study, part-time employees were only 6 percent of the total survey population. Consequently, despite the fact that this variable came up as statistically significant, reliable conclusions could not be drawn about the effect of part-time status on work experience. Future research needs to explore the question of whether and why part-time professional library employees may be more positive toward their library employer than their full-time colleagues.

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29. See Dean, "Union Activity," 526; Stagner, "Dual Allegiance," 41-47; Purcell, *Blue Collar*; Fukami and Larson, "Relationship"; Angle and Perry, "Dual Commitment," 31-50; Martin, "Dual Allegiance," 245-60; Gallagher, "Relationship," 319-23.

A BETTER WAY TO SEARCH DATABASES

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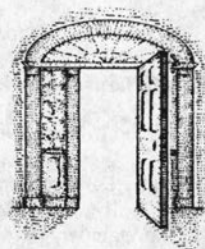
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