Data Analysis and Results

With the completion of data collection and analysis, the results of the study reveal that employees in the urban transportation sector have a different perception of their working environment compared to their counterparts in the rural sector. The study also highlights the role of leadership and management in shaping employee satisfaction and performance. The findings suggest that factors such as communication, leadership style, and work environment significantly impact employee satisfaction and productivity. The study recommends targeted interventions to improve working conditions and foster a positive work environment.

The Study

The study investigated the relationships between employee satisfaction and various organizational factors. The results indicate a strong positive correlation between employee satisfaction and various organizational factors, including leadership, communication, and work environment. The findings are supported by statistical analysis, which shows a significant impact of these factors on employee satisfaction.

Relevant literature and previous research have highlighted the importance of leadership and management in shaping employee satisfaction and performance. The study aligns with these findings, providing empirical evidence to support the need for targeted interventions to improve working conditions and foster a positive work environment.

Conclusion

The study concludes that leadership and management play a crucial role in shaping employee satisfaction and performance. The findings suggest that targeted interventions are necessary to improve working conditions and foster a positive work environment. The study recommends further research to explore the impact of these factors on other organizational outcomes, such as productivity and innovation.
toward dual allegiance, and a lower level of commitment to the organization—particularly commitment to continued membership (cf. Angle and Perry 1981).

**TABLE 1**

ANOVA Results: Union/Association Attitudes and Dual Loyalty with Bargaining-Unit Stability as the Categorical Variable

<table>
<thead>
<tr>
<th>Independent Variable (s)</th>
<th>Alpha</th>
<th>Category (N)</th>
<th>Mean F-Ratio</th>
<th>Cell Contrasts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with union or association efforts</td>
<td>.94</td>
<td>1 (104)</td>
<td>4.54 16.6*** 1.2** 2.3***</td>
<td></td>
</tr>
<tr>
<td>Commitment to the union or employee association (4)</td>
<td>.76</td>
<td>1 (94)</td>
<td>4.81 1.8 (n) 1-2 2.3*</td>
<td></td>
</tr>
<tr>
<td>Union/association solidarity (7)</td>
<td>.78</td>
<td>1 (94)</td>
<td>4.30 3.8* 1.2 2.3</td>
<td></td>
</tr>
<tr>
<td>Satisfaction with union or association leadership (6)</td>
<td>.94</td>
<td>1 (95)</td>
<td>4.58 4.3* 1.2 2.3(n)</td>
<td></td>
</tr>
<tr>
<td>Members' evaluation of union or association process (10)</td>
<td>.89</td>
<td>1 (93)</td>
<td>4.51 2.1 (n) 1.2</td>
<td></td>
</tr>
<tr>
<td>Union's or association's perceived influence with management (10)</td>
<td>.90</td>
<td>1 (96)</td>
<td>2.71 14.7*** 1.2 2.3***</td>
<td></td>
</tr>
<tr>
<td>Members' perceived influence in union/association decision making (12)</td>
<td>.92</td>
<td>1 (91)</td>
<td>3.71 7.2*** 1.2 2.3***</td>
<td></td>
</tr>
<tr>
<td>Dual allegiance to union/association and to management (5)</td>
<td>.71</td>
<td>1 (90)</td>
<td>4.91 15.2*** 1.2 2.3***</td>
<td></td>
</tr>
</tbody>
</table>

By way of contrast, attitude differences for members of the two employee associations that were subsequently replaced by actual unions were generally in the opposite direction. In comparison to members of the stable bargaining units, they expressed greater satisfaction with association efforts on their behalf, as well as with the effectiveness of their association leadership, and with their jobs—particularly with respect to the way they were treated by the organization, and such intrinsic aspects as the work itself, their level of influence, and their sense of accomplishment. They expressed greater personal influence in bargaining-unit decisions, and a stronger tendency toward dual allegiance. This group also disclosed a higher level of organizational commitment, including value commitment as well as commitment to membership (Angle and Perry 1981).

Only one relationship ran counter to this pattern. Oddly, the association-to-union group indicated that their association had a lesser amount of influence with management than did members of the stable bargaining units. Although directional differences in means were as expected, the overall F-ratios were not statistically significant for either of the two remaining attitudinal variables: union commitment and members' evaluation of the union/association process.
The overall pattern of findings provides a compelling case for the central inference that order and class in the enforcement of association-to-mention rules are of key importance in predicting the likelihood of successful enforcement. This central inference is supported by a number of empirical observations that have been consistently reported in the literature. Moreover, the association-to-mention rules are not only predictive of success but also of the nature of the successful outcome. The results indicate that the enforcement of these rules is not only a matter of following the rules but also a matter of understanding the context in which they are applied.

In conclusion, the results of this study highlight the importance of the enforcement of association-to-mention rules in the legal system. The central inference is that this enforcement is crucial for the success of the legal system in its efforts to enforce the law and ensure justice. It is hoped that the findings of this study will be of interest to legal professionals, policymakers, and researchers in the field of law enforcement.
bargaining unit status. In particular, the study discloses some attitude-behavior relationships of major importance to unions. Indeed, we may be so bold as to suggest that these findings ought to contribute toward the reopening of a long-lost collaboration between the psychologist and the union (see Gordon and Burt 1981, Rosen and Stagner 1980).

References


Confrontation in the Urban Mass Transit Industry: Is Legislation the Answer?

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Changes in the economics of the urban mass transit industry over the past 30 years have been extensive. The increase in personal incomes and the growth of suburban residences and employment have led to a steady decline in the number of riders. And although some reversal in the trend has been evident in very recent years, its effect has been minimal. There has been a consistent widening of the gap between passenger revenues and expenses, resulting in a concomitant increase in public subsidy and public ownership. Despite the grave financial problems confronting the industry, there has been a reluctance to adjust fares to a realistic level or to effect still further reductions in the service provided. The problem has been exacerbated further in many cities by the more pronounced peaking of transit trips in the early morning and late afternoon.

For a period the subsidy concept was accepted with reasonable complaisance, almost indifference, by the public. The riders grumbled about the service provided, but the general taxpayer, who was bearing an increasing share of the total cost, was not quickly aroused by the mounting cost and share.

Within the past decade there has been a marked change in this attitude. The magnitude of the subsidy could no longer be ignored. It became an easily exploited political issue. The general taxpayer rebellion, reflected in the enactment of Proposition 13 in California and Proposition 2 1/2 in Massachusetts, forced elected representatives to examine critically each budget component.

Inevitably, and to a certain extent unfairly, special attention was directed to the product of transit labor settlements achieved through collective bargaining or through the use of interest arbitration, which has had historical acceptance in the industry. These settlements were sensitive because total labor compensation accounts for approximately 70 percent of the operating expenses of a transit company. Attention was also focused on restrictive work rules, oftentimes without adequate understanding of

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