

TABLE 1
Variable Description^a

Variable Label	Definition	mean (st.dev.)
EI	Equals 1 if manager claims EI currently used	.141 (.348)
PROFSHARE	Equals 1 if profit sharing scheme exists for non-managerial employees	.085 (.279)
LAYOFFS	Equals 1 if layoffs during previous year	.279 (.449)
UNION	Proportion of EMPLOYEES who are union members	.487 (.377)
BARGAIN	Scale rising from 0 by 1 for each issue where union delegate claims 'management always bargains over issue'	.975 (1.92)
SECONDARY	Proportion of casual and part-time employees among EMPLOYEES	.250 (.303)
OUTSOURCE	Proportion of contractors, outworkers and (temp) agency workers to total employment (EMPLOYEES plus outsiders)	.045 (.090)
WOMEN	Proportion of women among EMPLOYEES (Quadratic is WOMENSQ)	.389 (.273)
OJTRAIN	Equals 1 if, for largest occupational group, requires on average over three months for new employees to achieve work standards expected of relevant comparison group	.334 (.472)
PROMOTE	Proportion of managers promoted to current position from within the organization, approximated from Likert scale	.524 (.410)
EMPLOYEES	Number of employees inside workplace, including part-time and casual but excluding OUTSOURCE	99.0 (204.7)
MANAGERS	Proportion of managers out of EMPLOYEES, excludes first line supervisors	.079 (.057)
COMPETE	Equals 1 if market for workplace's major product has many competitors	.529 (.499)
MULTINAT	Equals 1 if "ultimate head office" for workplace outside of Australia	.145 (.352)
SKILLBLUE	Proportion of skilled tradespersons and semi-skilled plant and machine operators and drivers among EMPLOYEES	.232 (.272)
CLERICAL	Proportion of clerical workers among EMPLOYEES	.165 (.205)
MANU	Equals 1 if workplace in manufacturing industry	.015 (.123)
MINING	Equals 1 if workplace in mining industry	.117 (.322)

Table 1: (continued)

PUBLIC	Equals 1 if government enterprise	.117 (.322)
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^a N=1070. All observations weighted by SCQWT. For dummy variables (i.e., 'equals 1') value is 0 if management gives different response (missing observations excluded).

Table 2
Probit Estimates of EI Incidence^a

Independent Variables	coefficient (t-statistic)			
	Full Sample	High Bargainer Subsample	Intermediate Bargainer Subsample	Low Bargainer Subsample
Constant	-1.138 (4.161)***	-9.258 (3.615)***	-.374 (0.441)	-1.214 (3.440)***
PROFSHARE	.396 (2.304)**	4.279 (3.184)***	1.537 (2.968)***	.180 (0.832)
LAYOFFS	.213 (1.948)*	.693 (1.335)	.023 (0.088)	.388 (2.812)***
UNION	-.447 (2.520)**	6.448 (3.131)***	-.049 (0.068)	-.680 (3.238)***
BARGAIN	.038 (1.388)	----	----	----
SECONDARY	-.618 (2.064)**	3.146 (1.478)	-2.931 (2.458)**	-.648 (1.817)*
OUTSOURCE	.054 (0.090)	5.247 (1.859)*	-6.128 (2.261)**	-.383 (0.471)
WOMEN	1.268 (1.399)	-7.137## (1.739)*	3.748 (1.684)*	1.351 (1.121)
WOMENSQ	-1.647 (1.754)	5.169## (1.031)	-3.202 (1.345)	-1.628 (1.334)
OJTRAIN	.130 (1.160)	-.143 (0.271)	.825 (2.918)***	.077 (0.546)
PROMOTE	.347 (2.502)**	.556 (0.934)	-.359 (0.954)	.469 (2.687)***
EMPLOYEEES ^b	.475 (2.048)**	.149 (0.183)	.470 (1.048)	.480 (1.567)
MANAGERS	-3.604 (2.982)***	-31.386 (2.649)***	-4.275 (1.087)	-3.134 (2.229)**
COMPETE	-.067 (0.616)	.113 (.242)	-.181 (0.682)	-.006 (0.046)
MULTINAT	.213 (1.507)	1.894 (2.794)***	-.204 (0.621)	.262 (1.443)
SKILLBLUE	.065 (0.249)	1.217 (1.149)	-.350 (0.585)	-.152 (0.422)
CLERICAL	-.293 (0.820)	25.019 (3.723)***	-.447 (0.387)	-.652 (1.479)
MANU	.391 (2.877)***	1.526 (2.020)**	-.046 (0.138)	.532 (3.041)***

Table 2 (cont.)

MINING	-.635 (1.142)	-4.325 (0.088)	-.906 (1.019)	-.439 (0.554)
PUBLIC	-.062 (0.309)	-9.491 (3.171)***	-.926 (1.904)*	.183 (0.703)
Log-likelihood	-386.84	-29.85	-74.260	-239.82
LL χ^2	192.65***	71.72***	68.64***	118.55***
Pseudo-R ²	.277	.669	.447	.265
N	1070	127	187	756

*Significant at .10 level; **significant at .05 level; *** significant at .01 level. Two-tailed tests for t-statistics, one-tailed for χ^2 .

##Significant at .05 level in joint LL χ^2 test, one-tailed (8.45, 2 d.f.);

###significant at .01 level in joint LL χ^2 test, one-tailed (10.38, 2 d.f.).

^a All equations weighted by SCQWT. Pseudo-R² is Cragg-Uhler statistic suggested by Maddala (1986 p. 40).

^b Coefficient scaled up by factor of 1000.

TABLE 3

Characteristics According to Bargaining Category^a
 (figures for subsample with EI in parentheses)

Characteristic	High Bargainer Subsample	Intermediate Bargainer Subsample	Low Bargainer Subsample
Number of establishments	1,597 (364)	2,356 (541)	14,740 (1,723)
EI	22.8% (100%)	23.0% (100%)	11.7% (100%)
PROFSHARE	4.8% (15.2%)	4.9% (13.9%)	9.5% (12.4%)
LAYOFFS	40.0% (37.9%)	33.7% (35.1%)	43.7% (42.3%)
UNION	79.2% (82.1%)	73.2% (72.3%)	37.8% (35.6%)
SECONDARY	13.6% (12.0%)	15.3% (6.3%)	27.8% (16.4%)
OUTSOURCE	5.6% (10.3%)	5.6% (2.3%)	4.2% (3.6%)
WOMEN	25.3% (20.6%)	27.3% (28.0%)	42.3% (33.3%)
OJTRAIN	35.5% (29.5%)	40.1% (56.8%)	32.1% (36.8%)
PROMOTE	56.2% (70.4%)	56.3% (51.0%)	51.4% (58.3%)
EMPLOYEEES	157.8 (159.5)	176.5 (298.7)	80.2 (118.5)
MANAGERS	5.2% (4.4%)	6.1% (5.4%)	8.5% (7.7%)
COMPETE	43.4% (36.4%)	41.3% (31.1%)	55.7% (51.4%)
MULTINAT	13.4% (21.2%)	17.9% (23.0%)	14.0% (18.8%)
SKILLBLUE	35.3% (40.2%)	33.9% (38.6%)	20.2% (25.6%)
CLERICAL	11.3% (16.8%)	15.8% (14.8%)	20.2% (15.2%)
MANU	53.0% (57.4%)	47.1% (64.7%)	24.5% (46.2%)
MINING	3.5% (0.0%)	3.2% (1.3%)	1.1% (0.4%)

TABLE 3 (cont.)

PUBLIC	10.5% (9.7%)	24.7% (15.9%)	9.8% (10.5%)
Unweighted Number of Observations	127 (27)	187 (50)	756 (102)

^a All figures weighted by SCQWT except Unweighted Number of Observations.

TABLE 4

Improvements, Objectives and Objections for EI by Bargaining Category
 (Proportions for subsample with EI only in parentheses)

Variable	High Bargainer Subsample	Intermediate Bargainer Subsample	Low Bargainer Subsample
<u>Improvements Resulting from EI</u>			
Productivity or efficiency	76.6%** (88.2%)	89.2% (94.3%)	87.2% (91.2%)
Easier or quicker to introduce change	56.6%*** (59.0%)*	65.2% (67.4%)	79.3% (75.7%)
Management-employee relations	82.5%*** (74.5%)*	84.9% (88.6%)	90.0% (88.3%)
Labor turnover	26.0%*** (23.3%)*	28.8% (34.3%)	34.1% (34.6%)
Product or service quality	75.1% (90.1%)*	88.0% (96.9%)	85.2% (87.1%)
<u>Management Objectives for EI</u>			
Increase productivity or workplace efficiency	54.4%** (64.3%)	59.5% (65.7%)	62.2% (64.4%)
Increase communication	40.8%*** (36.9%)*	47.7% (37.3%)	37.4% (34.0%)
Assist in implementing change	16.4% (15.3%)	15.1% (15.6%)	15.9% (15.8%)
Help introduce new technology	9.9%*** (8.5%)*	5.0% (4.1%)	15.0% (15.1%)
Reduce labour turnover and absenteeism	6.8%*** (4.1%)*	6.8% (9.2%)	9.9% (11.3%)
Increase job satisfaction	36.8% (40.5%)*	28.4% (31.6%)	29.9% (31.4%)
Reduce the level of disputation	21.3%*** (15.7%)*	20.5% (3.0%)	10.5% (11.1%)
Improve the quality of the service/product	28.8%*** (29.1%)*	50.0% (61.0%)	56.9% (65.9%)
Improve health and safety	11.5%*** (0.0%)*	9.0% (0.0%)	3.9% (1.3%)

TABLE 4 (cont.)

Objections to EI from:

Higher level management	0.0%*** (0.0%)***	1.6% (2.6%)	0.0% (0.0%)
Workplace senior management	0.5%*** (0.7%)***	1.9% (2.6%)	2.9% (4.1%)
First line supervisors	1.3%*** (1.6%)***	9.8% (15.9%)	2.9% (4.1%)
Employees	6.8%*** (8.1%)***	8.4% (13.6%)	3.2% (4.5%)
Union representatives	0.0%*** (0.0%)***	3.5% (5.7%)	0.0% (0.0%)
Union officials	0.1%*** (0.1%)	1.1% (0.0%)	1.0% (0.0%)
Unweighted Number of Observations ^a	25-27 (16-17)	49-50 (25-26)	96-102 (66-70)

*** Significant at .01 level, one-tailed χ^2 test for difference between categories on proportion.

^a For Low Bargainer subsample, minimum observations for turnover questions, for Intermediate and High Bargainer subsamples, minimum observations for multiple questions in Improvements category.