BABEȘ-BOLAY UNIVERISTY
THE FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION
DEPARTMENT OF MANAGEMENT

DOCTORAL THESIS SUMMARY

IN THE FIELD OF MANAGEMENT

LABOR UNIONS vs. MANAGEMENT IN THE MODERN AGE

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ABSTRACT

We live in a flat world during the globalization era- borders are open, moving and changing is quick and easy than ever, news and knowledge are streaming every second- mainly over television and internet, social life moves to the internet, sale and buy is rapid, global and almost effortless. As consumers, as family people, as social connected people- most of us use those new tools- for joy, social activity, power and work.

Most of the population, worldwide, is connected in a way to labor issues- mainly as employees or employers; everything is connected to everything.

Industrial revolution was the change point and (year of 1850 and on) is considered as the 1st wave where people have, massively, left rural working environment for industry, for city life, bettering standard of living, working harder- having the need to talk and negotiate with employers. That ground serves best the process of emerging union, those aimed to stand against employers, representing, demanding rights, wages, conditions and work place standard as well. Unions and management establish tools, methods, dynamics (in processes) and power balance.

Globalization, or modern era (year of 1960 and on) broadly thinking, is the 2nd wave in labor unions history. Globalization yields exciting options with rough competition. In a paradoxical way that is the era of declining labor unions.

That situation crafts the question if there is a way labor unions can gain back power? Build a new power balance vs. managements? Since situation is totally new- answer based on present theory may be not relevant, being based on past/ changed reality.

A new research, inductive, that might come up with a new grounded theory, to explain how it is to be (better. Effective) done in modern era, is just the right tool.

The drive to assist labor unions building new power balance is the motivator and the aim for that research.

KEYWORDS

Labor union, labor relations, strike, organizational communication, managing tools

INTRODUCTION

> *Labor Day "...the day for which the toilers in past centuries looked forward, when their rights and their wrongs would be discussed...that the workers of our day may not only lay down their tools of labor for a holiday, but upon which they may touch shoulders in marching phalanx and feel the stronger for it."*

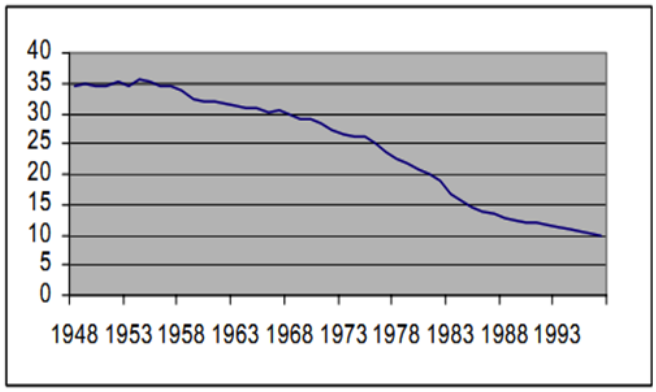
Samuel Gompers. (1850-1924) American cigar maker and a labor union leader, founder of the American Federation of Labor (AFL). http://www.massaflcio.org

Gompers' inspiring words, demonstrating that employer can be attentive to employees, care and listen even being owner in the early years of industrial revolution. Those words are the start point for that research.

The industrial revolution started a worldwide change that actually created group work, and labor unions. Chandler (1990) signs as the starting point, in the energy and mobility new sources- those created new markets, new industry and the need of more employees more skilled. Those ignited cycle that created a higher standard of living- people moved from agriculture to industry, they changed their living places to cities. In parallel, the state started to behave more of 'welfare state' (hicks, a. 2002).

As those tendencies went deeper, labor unions turned to be professional bargaining groups; the achievements were significant. Labor struggles came out of many reasons- most of them on variation of wages issues; most cases the in struggle foundations one can find asymmetric set of information. The latent benefit or damage when labor union and managements come (or do not come), to understanding and agreements, carries a major effect on success of business operations That can be considered the 1st wave; World during 30' to 90' in last century, based on that flat equilibrium was where employers hold the power to give or prevent benefits and to promote good/ veteran/ preferred employees together with the union. Union's power consists of one main source - strike power- legally preventing production.

The wind of change started the 2nd wave- labor union long declining period, has been noticed, in a very paradoxical way, during good economic period; starting with outsourcing, moving work to cheaper parts of the world, opening markets. Relocation and brain drain, all those become common. Personal agreements and privatizations were signs of that trend. Globalization and privatization on its downside yield declining income, reduced profits along with the rising costs (maybe part of results of labor unions success along the 1st wave years) started the change. All those affect dramatically personal life and career of working people around the globe; rate of career changes, declining job security, moving from personal (and unprotected) agreements to collective agreements or vice versa. Labor market is changing too while collective agreements and labor unions density is rapidly declining, mainly throughout two (2) last decades. Managements go on, even increasing, professional usage in fields and tools like: communication, economic plans & alternatives, law consultancy, media usage, political influence and so forth- a new power balance emerges.



(oecd. 1995) Union density worldwide

Labor relationship

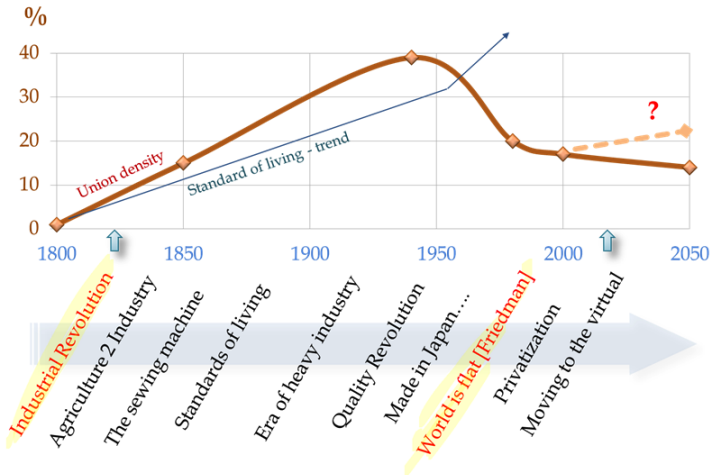
Relations between labor unions and managements encounter deep change during the last two or three decades, that is a results of the technological revolution - one that turns the world flat, global, work and workers to migrate easily from part of the world to another, spread knowledge over the globe in a blink of an eye, rises the class of specialists changing the business world from vertical companies that own and manage inside a full process and resources set- from lands, cars, R&D laboratories, quality assurance, sales

service etc. - like Opel in Germany; into, on the other hand, horizontal companies where core business is external, those outsource every process external to the core- like amazon.

That technological revolution creates chain reaction that includes states withdrawal from welfare state policies, deep privatization, tycoons emerging, multinational companies, and finally- an ongoing declining process in labor unions density.
In an interlinked way, the modern world offers set of tools- easy and affordable to all sides- using mainly internet platforms; that set of tools can overcome reduced power and connections to employees and labor unions.

Availability to itself, of those modern managing tools- is not enough: willing, adopting and practically using are more essential; are most of the players ready to change, to learn and adopt? Or maybe day to day life takes part of them back to head-on collisions… as they have been used to in the past; do they understand that managements use all those new methods, tools, external relations, knowledge and experts to radically change equilibrium and gain more power?

The commentary is that unions are losing holding points, and as a result they are losing power – statistically that is the trend last two (2) decades. Will that deterioration go on? Would direction change? That question affects the research and will be included as other mentioned factors will.



industrial and globalization waves

THEORETICAL PRESPECTIVE

The traditional power sources

Representatives, in order to establish power positions, started to carry out measures and to evaluate whether it built power (first place- against management). The main logic was/ is nowadays too- that the ability of management to stand against group is further smaller than against singles. From then till now managements would try to gain power by separating employees into small parties or even one by one; same time employees would try to earn just the opposite position – to stick together and bargain together.

Mutual organizational language being created new set of actions and new 'work tools'; those are defined and established to be copied from group to group. Including:

Sit-down strike is. The concept of a sit-down strike is most commonly used to take control of the facility, such as a factory, in which the employees work.

Scabs (placement) hiring occurred as employees increased usage of sanctions- employers increased usage of scabs employees. As a filler to work needs and more as a blockage method to employee's power.

'Italian strike' one of the industrial revolution outcomes was the ability and the method to measure productivity; counter measure for un-satisfied employees is to avoid from giving the owners full production, as a result 'working by the book' and not more than that, is used a source of power

Lockout is the process where employer prevents his employees from work in order to overpower employees; large scale lockouts are well communicated and many cases get 'good'/ as planned results. (Staudohar 1999)

Strike basic definition is avoiding work; there are various kinds of strike and various definitions; including: part- total, legal- illegal, formal- informal, registered- hidden, local or large scale strike and so forth.

New era, the declining labor unions

A paradox that have led to declining in unions density is that as more achievements were legally regulated- the less laborers considered it as a union work, that leads to less appreciation. The more unions achieved- the less strength it added to union power and density. That paradox appeared same decades other declining powers occurred.

(Edwards, Fuess SM 2005)

> *Private sector unionization in the U.S. has long been declining. After reaching a high mark of 35.6 percent of the civilian workforce in 1954, union density has fallen steadily, to 9.8 percent in 1997.*

Some scholars have argued that governmental mandates can replace some union functions. This "substitution hypothesis" was advanced by Neumann and Rissman (1984), who reported that union membership is inversely related to government work place protections and social welfare programs.

As fringe benefits have become more universal, that may have removed issues from potential collective bargaining.

In addition to those, various reasons create declining in labor union density, including:

a. Spiral effect of declining: large numbers of layoffs of union workers
b. Anti-labor law/ legislation
c. Growing diversity (professionalism) of the workforce
d. Economy crisis (chain) enlarging middle class
e. Moving from industry to service sector
f. Moving from collective to personal – anti strike power
g. Geographical movements (relocations)
h. Labor unions financial resources shortage

i. Competition ignites anti-labor unions tend.

Hungarian experience shows same direction where: “since 1989 the high number of union membership have declined by more than 50 percent” (poor. 2009); assembling those different countries demonstrates same declining line in labor union density process.

New era brings in a huge change in personal life too- people are always connected, internet is everywhere, social nets are the new ‘meeting arena’, professional reviews are commonly used in the fields of communication, law, organizational and managerial issues.

The two (2) waves characterizing

1st wave: Chandler (1990) signs as the starting point, the energy and mobility new sources- those created new markets, new industry and the need of more employees more skilled. Those ignited cycle that created a higher standard of living- people moved from agriculture to industry, they changed their living places to cities.

Same time states started to be more of 'welfare state' (hicks, a. 2002).

2nd wave: Canadian Centre for policy alternatives report by John Peters (2002):

the fall-off of unions in Canada has opened the door to the expansion of low-wage, flexible employment, and it has also opened the way to increased inequality and poverty, and the growing segmentation of "good" and "bad" jobs in the labor force.

The gap in the knowledge

Environment of that research is new, is unstable and is changing. Since change is rapid, and comprehensive- most of the ‘old’ tools are not working anymore; most of the analytical tools are not effective as before, most of the theories are less effective, and hardly explain reality; and are less effective as work tools for labor unions to success.

That gap in knowledge consists on few ‘legs’:

1. New phenomena, not yet deeply researched

2. Labor union just ‘do not know’ what is the right way, going on declining, they lack information of different standpoints, and options to act
3. The impact of the new era set of tools- for itself, or as a part of new strategy- during that labor union declining/ crisis period, is not yet clarified enough to labor union.

Gap in knowledge is evolving, since we are (at the year of 2012) in eye of the storm – condition, measures, labor legislation, platforms and tools, are changed every here and now; same time the literature on the new phenomenon is in its formation stage- not well established as the old world’s labor unions work environment. Most labor unions live in the modern age, and use positions and tools of the old world of roles- same time declining process goes on.

Formulating the research question

Process of framing the research question is part of the research framework- question/s are not framed isolated from researched environment, it needs to be closely related to research goals and methods. As written on - writing qualitative research on practice, (j. higgs, d. horsfall and s. grace. 2009).

Trede and Higgs offer a funnel, or a spiral model, and stages developing questions:

a. Researchers (professional) curiosity-driven questions come first, even before understanding to the roots the type of research ritual that these questions may lead to.

b. Following, is the option to choose to pursue research, yet without specific fixed research questions- going on to identify them later during the research process. Asking what questions have been answered during that stage of research?

c. *Other method can be to choose a research approach first and then frame research questions that fit the chosen approach.*

Either of those that are taken towards framing research questions-

In the qualitative paradigm it is a common practice to revise research question throughout the entire life of research (Mills, 1959). That way, framing research questions is an integrated part that accompanies researcher throughout lifespan of a research process. It is an evolving process where research questions develop alongside other research activities and may be finalized only during data analysis and discussion of the findings.

The focus of that research aims to, in that changing world, to where interests, needs and players are rapidly changing:

Formulating the question, according to those, will include those aspects:

a. The role of new set of working tools, what is the right set of tools.
b. Parameters that influence that power-balance: internal classified information, Market needs and trends better understanding, managing tools and unilateral changing the roles- hiring & firing, personal salary control and more aspect that may arise during interviews.
c. Place of adopting modern tools and benefit labor unions in their struggle to power, to achieve and to slow down the density declining process

Framing primary question can be the beginning of a spiral process where researcher is able to update the questions since subject is evolving and a case study or grounded theory will be used (Shkedi. 2011)

Research question

Research quandary and starting point question is:

What are modern tools and how can labor unions- practically- use modern tools to improve power (empower) balance vs. management, at list to slowdown declining in labor union density, and ability to protect employees.

Framing primary question, can be the beginning of a spiral process, where researcher is able to update the questions, since subject is evolving and a case study, or grounded theory, will be used (Shkedi. 2011)

Since subject is a new one, research is inductive, where the question of research is not a closed question- it might be varied during the process; a more focused start point, can be a situation that raises curiosity of researcher (Shlasky and Alfert. 2007).

Research secondary question in a more detailed phase can include, as Shlasky (2007) offer: Why, What, How, When?

WHY	WHAT	HOW	WHEN
What is the basic motivator for labor union to do something	What happens while using other set of power tools by labor union	In what way modern tools assist	When is the right time to do those

Research assumptions

The research set of assumptions is that organizations where labor unions and managements use modern tools like information systems, communication systems, and professional advisors and so on- organizations would be capable to rich better agreements, and succeed better. Listing those factors and benchmarking them can be used to existing knowledgebase and to organs to improve performance.

Globalization era changes the tendency. Based upon multi-layer change- and including the areas of: privatization, regulation, communication revolution, opening borders, multinational concerns, labor migration, cost reducing, outsourcing, career planning. In

the new era, managements ‘want to gain back’ what they define as ‘flexible managing’. For that purpose management adopts new set of tools including external professionals and consultancy in fields of: law, communication, organizational, team building, economy, information technology and more. Doing that, managements contribute business same time they open the gap over labor unions in that endless conflict.

In the base of the assumption is the thought that in most cases all parties want to have success of their side/ organ/ company; preferably for long term.

Modern world serves affordable and equal set of tools to both sides.

Assumption is that labor unions that use those tools are better capable of defending employees and going on to have achievements vs. managements. Labor union can use those tools even to slow down the race of declining labor union density; not as managements, for labor unions that take longer to adopt- because of low personal motivation or team managing lake of authority (in the end of a day those organs are based on political power and tot managerial power). It seems as if leaders of the labor union will lead toward than- the whole labor union will do so.

Research is focused on the labor union ‘side’; researcher’s experience, literature and early findings demonstrate that successful labor unions are those that adopt and practically use those tools. So in order to stay relevant, slow declining in density, yield benefits to employees – labor union can and have to use those tools; early findings of that case show that such usage will strengthen, in practice, labor union.

METHODOLOGY

Conceptual framework

Conceptual framework of a research should include relevant aspects, data sources, information, relevant theories, and connected researches; that set is surrounded by knowledge of researcher- using qualitative method gives researcher’s involvement and

knowledge higher importance. In quantitative research statistics is to give that envelop that makes that ‘collection’ of data to one ‘big picture’ (Smyth R. 2004)

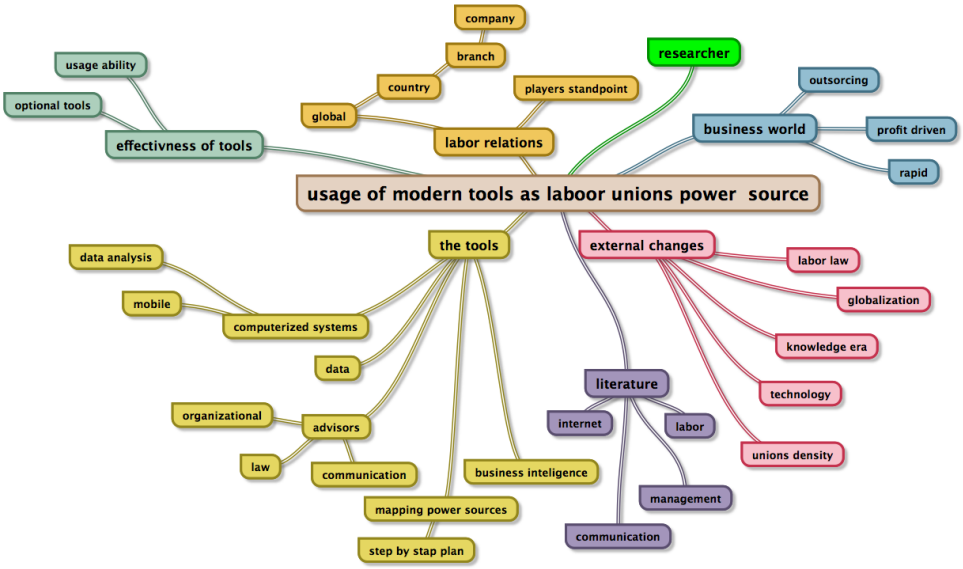
Based on those preferred way to establish framework- for that research- that includes those headers:

a. Business world- modern era
b. External environment
c. Academic researches
d. The professional tools available in that environment
e. The usage and effectiveness scale of (modern) tools
f. Labor relations- external and internal; system stand point and personal
g. Researcher- knowledge base and being part of processes

Miles and Huberman, (1994) define: "A conceptual framework explains, either graphically or in narrative form, the main things to be studied – the key factors, constructs or variables – and the presumed relationships among them".

Creating conceptual framework is an on-going process- spiral process that follows the progress in data collecting and progress in research; conceptual framework serves as a map of territory and thus must create newer version as research march on- it’s clearly defined by Miles and Huberman (1994).

The current map for that certain research looks then as demonstrated



Conceptual framework – research map

Research approach

Research subject is, in fact, new research field, since the reality of surrounding is rapidly evolving: the internal (inside organizations), the owner's environment, the regulator, the politics, and the labor union all are in a change.

As a result, existing theories and researches are not sufficient for explaining, nor to predict and plan upon. Extensive rapid change creates new reality, out of that situation there is a space for new field- for grounded theory.

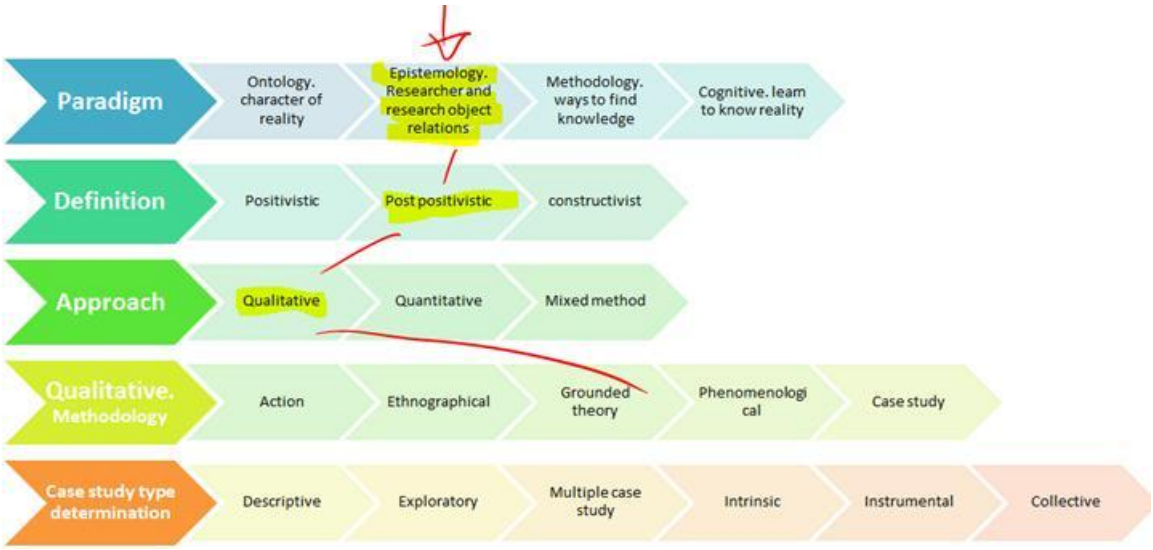
Process to define approach includes- based on theories mentioned later a step by step choosing:

Paradigm to feet, based on researcher's extensive long term relations is epistemology

Definition is post positivistic since subject is renewing (almost un-researched yet)

Approach is qualitative- based on observations, documentation and interviews mainly

Methodology is grounded theory, based on multi-stage data collecting to form theory.



That choice is base by situation and by literature, including:

- A research should be based on approach that will serve best in finding and analyzing relevant data to defined research. Nature of needed population, data gathering options, kind of needed questions open vs. closed, same and specific - those are parameters to make a choice of research approach (Creswell. 2003).

Creswell Offers Three (3) methods summarized in the table

Table 1.3 Quantitative, Qualitative, and Mixed Methods Procedures

Quantitative Research Methods	*Qualitative Research Methods*	*Mixed Methods Research Methods*
Predetermined Instrument based questions Performance data, attitude data, observational data, and census data Statistical analysis	Emerging methods Open-ended questions Interview data, observation data, document data, and audiovisual data Text and image analysis	Both predetermined and emerging methods Both open- and closed-ended questions Multiple forms of data drawing on all possibilities Statistical and text analysis

Research approach (creswell.2003)

Grounded theory choosing, in that research, is supported by situation and by literature:

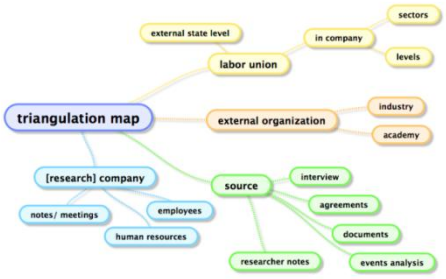
Grounded theory helps researchers derive a theory by using multiple stages of data collection, and refining the inter relationship of categories of information (Strauss and Corbin, 1998).

To create grounded theory, process can include collecting data in one-on-one interviews, from over 10 sources; right number is not exactly pre-defined, it is based on the idea that theory needs to be well established, detailed and saturated- neither getting and stopping at the point where any added information, is not new, nor assisting to establish the theory. (Charmaz K. 2006).

THE RESEARCH STRUCTURE

Research design includes environment mapping (besides methodology choice as mentioned), to support choosing path or options to serve better the research; including: validity, triangulation, ethics, population defining, data sources, formal processes, environment, data collection and span- that change according to researchers decision (Charmaz k. 2006) and data process methods.

Research consist structured interviews in few cycles, multi triangulation including: other company labor union, employees, human resources manager, and labor law office – those to get comprehensive view.

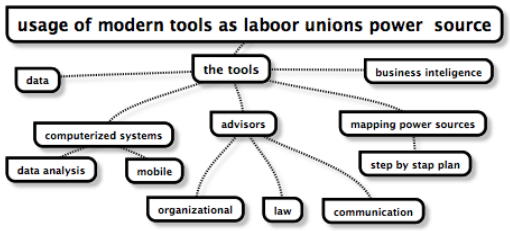


Interviews are followed by a process of coding summaries and notes. Raw data is processed using inductive logic, creating categories that emerge from informants. Data process consists in addition on Nvivo computerized tool.

Research examines the usage and the outcome of using modern tools as grabbed by labor union members and triangulation cycles too as well, using objective terms like mail opening rate, percentages of followers to text massage [sms] massage, website visitors and on.

NEW SET OF TOOLS

That new set of Modern era tools and methods can include few mass Influence tools that can assist direct access to employees and their families.

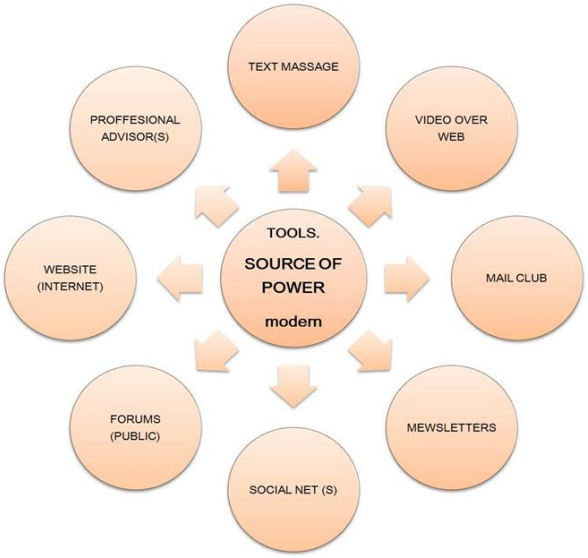


Union's internet website. Running website on the internet, using external server, no one stop it. Website can use as network on strikes, gate for external press and even for articles that are aimed to influence standpoints.

Mail club. Creating an external list of mails where employees are registered too, using external mail boxes- run on external server, enables labor union actively get into employees home- to speak directly with them and their families.

Creating the habit to talk with labor union can increase the belief and weaken management's efforts to divide and control the public.

Text massages (sms). Turns to be that text massage is a very powerful tool- 97% of people do read massages. Turning getting text massage (sms) from labor union to a norm even empowers the efficiency of it- for example, by sending personal birthday greeting on exact day in the year; that can be automated and yield very good feeling.



Web video. Using internet to distribute videos is very simple. Filming leader or employees giving testimonials is grabbed very reliable by people, putting an event on net give the real feeling of being there to all.

Social networks. New era brings social networking up to billion (!) users, running and spreading in the speed of the light. Connecting to those to spread information, letters, videos reaches employees and families in high percentage and in a blink of an eye.

Organizational consultant. Labor union, just like management can learn and simulate negotiations, plan role plays/ players, set targets, inflation methods, training, using information systems, team work and on.

Law advisory. Since modern world uses regulating power and the written word is important than ever- law advisory that simulates (by itself or better combined with organizational advisory) future law progression path- trying to considerate future obstacles.

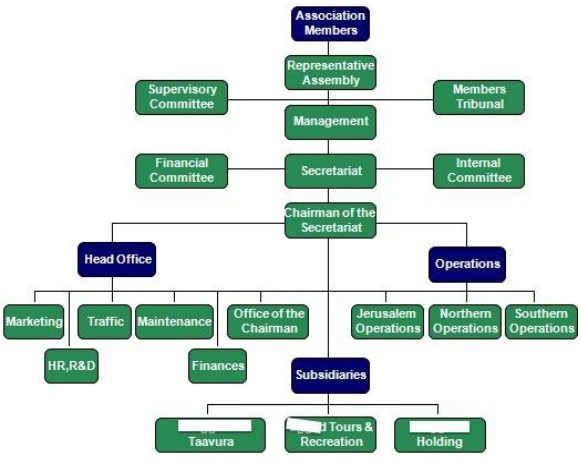
Economy advisory. Better understanding real meaning and costs of alternatives, in short term and in long term can create better negotiation and being creative in creating alternatives.

Formal learning. State level labor union hold a special school for labor union issues like: reading reports, negotiation, internet, data mining, basic economy and more. Labor union members that learn and use those empower labor union in day to day life.

THE RESEARCH POPULATION

Most suitable for my research is a leading public transport operator in Israel.

Established in the year of 1933, provides more than 50% of public transport services throughout the country, hold around 3,000 vehicles, serving 1,000,000 every day, employing over 4,500 employees, based on collective agreements and labor union.



Chosen company is characterized by being: countrywide company, leading in the field of business, labor agreements historically based (decades and generations of agreements), long term/ traditional labor union and management relationship, major size employer, evolving company experiencing major changes over the last 15 to 20 years, and a state market leader.

RESEARCH FINDINGS

Power balance between labor union and management can be changed using new set of tools that moves equilibrium (from management side to labor union side), actually changes course of relationship, drafting back more employees than before using modern era tools.

Labor unions that use that new set of tools can draft members in short notice, get high percentage of attention and motivate them to act. Employees feel back a bit more as a group.

Using those tool effectively leverage labor union power balance Vs. management.

1st wave and the 2nd wave

Industrial era- 1st wave- created three [3] very common occurrences, relevant to research:

1. Profound state involvement in economy
2. The rise of welfare country
3. The grounds to labor unions and strengthening process.

The globalization ere -2nd wave- established and support major changes:

1. Competitive/ non protected markets
2. States withdrawal process from welfare state policy
3. Deeper involvement and inflate of market leaders [conglomerates] in governmental policies and legislation.

During modern era equilibrium is moving too:

1. From [background] cooperation between managements and labor unions to gain more state sources, to benefit both sides – to head-on struggle on limited resources.
2. From labor relations management to weakening labor union in an on-going process using all means.

The root of debate between managements and labor unions is about controlling resources. Benefits for employees, in a 'zero sum game' environment: where more workers benefit, leaves less in company, or company's managements hands.

During that ere- knowledge, law & regulation utilization, planning, external growth, alternatives building – become critical. Side that leads that stage can benefit that zero sum game for long- labor union needs to be there in order to survive.

Findings- Events (demonstration)

Analyzing events clearly demonstrate that using tools gain power and change the course of process.

Few checked cases demonstrate there is a direct connection between tools used by labor union and the change, sometimes in a very short period of time.

Two (2) events demonstrated here while full thesis holds larger span of events:

- Text Massage (sms) to change course of negotiations

Using pre-defined server and segmented lists during negotiations, when management delayed meetings on driver's sector issues, tool has been used to create change. Sending text massage (sms) yield immediate stop for 5 minutes of around 400 busses; immediately negotiation got back to order.

- Special law (removal of state budget cutting)

State planned to cut budget during the year of 2008, using special law mechanism, including massive reduction on transportation. Coming elections have started a labor union move began with informing- using web site front page 'red headlines' (including

names lists) of the option of a huge budget cut including comp.A. Admitting most of the others are politically protected; ignite series of meetings with Knesset/ parliament members. The equation was rough: on political votes we cannot vote for those who go directly against labor. Website picture was published everywhere and linked to other website and news websites. That clause was not activated.

RESEARCH CONCLUSIONS

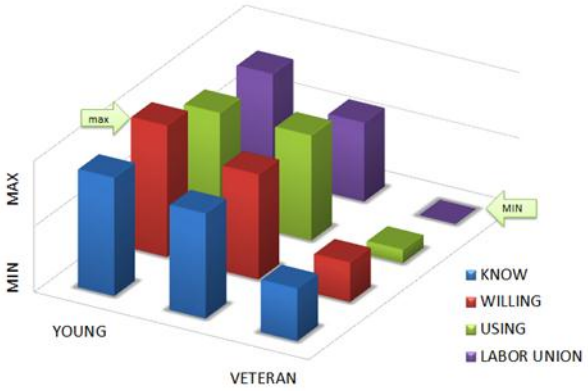
Moving and using the new era tools is essential- since other (traditional) sources of power fail to deliver; that set of tools is affordable, costs are by far less than traditional tools (to buy media for example) and research shows it practically gives results for those that use it right.

The commonality of those tools rises (along the years), based on few main reasons:

Generation wave changes the mix of employees (=users) since young generation is: connected, understanding, living social life on the net will become majority. Those prefer do demonstrate on the net or vote on a webpage rather more than going physically to the company gates. Young generation, out of nature grows to be the majority so that growth process is permanent.

Only few leaders, counted on one hand, are first to actually start the change; most of them mature, are not 'young digital generation', are open and daring to make change (in order to survive: labor union aspect or political aspect), they build the road- coming/ next generation is the transmitter and booster.

The combination of experienced daring leaders and open minded next generation- first as users then as next generation leaders, will assist that case (of research) to become the standard. Expressed positions in interviews shows that leaders/ veteran are less involved, some of them even print each mail to read it (while young read from screen- even cellular screen).



Young just use it as a habit. That combination gives the results of using the tools (led by veterans, gladly used by young).

Labor union that use that set of tool, as research clearly show, can affect the process of declining from a power position even in modern era.

Labor union should understand management's moves, tactics and intention not assist labor union using modern tool- mainly by preventing, delaying of information.

In era of globalization and declining power such leveraging tools can be existential.

Being a researcher and deeply involved, as organizational advisor, planning and using those tools I am convinced that labor unions, all of them, must leverage, in order to gain power in the globalization era by doing the same and using those effective tools.

Future is to tell, but it is a valid option that current times are the cradle for the 3rd wave, where people, where intensive changes around, will seek back more security.

Smart modern labor unions, can make it a turning point- from declining to uplifting era.

Further optional researches

3rd wave Globalization is marked as the 2nd wave (after industrial revolution); many indicators show that progress of globalization is accompanied with un-planned distortion- social protest. Collective agreements and labor union are 'under attack' – commercial, tycoons, competition so forth; on the other hand economy crisis, social protests and other indications may sign wave of density regain as demonstrated in the phrase-

'UFCW Members Join Labor Activists Nationwide to Rally for Good Jobs, Against Anti-Worker Attacks' (UFCW. 2011)

Labor unions strategy Are labor unions essential in modern era? Will managements take the role of labor union in the future? Second generation collective agreements strategy- will they yield new labor union?

Modern tools and acceptance further research can check over time if modern tools adoption goes on? Does it empower all labor unions that use it in long times terms too? Is

it really a major empowering tool, or is it only short term insight for the beginning of 21st century.

CONTRIBUTION TO KNOWLEDGE

A fine-grained analysis of optional tools

Research presents the tools, their options to create power (needed to labor union during declining era more than in the past) together with usage ability and outcome. Those tools, beside of being optional- should bring clear insight to labor union members to adopt new way of acting.

Research demonstrates their relevancy to labor union acting methods in modern era.

Those tools are used and connected to other fields of our life- research serves analysis of them and of their optional usage for labor union power building, together with day to day labor union life, in a new way most of labor unions do not use now.

Working model

Research 'paints' the big picture- using (multi) triangulation and bring few viewpoints. The system as a whole works, yields results- research demonstrates that; research serves the concept how to act better in the new equilibrium, new concept that emerge from traditional.

Practice (handbook)

Base line of that research can serve a handbook for labor unions while needed.

How to act, what tools to use, what to do? All in order to improve and getting (pre) defined benefits for labor union and for employees.

CLOSING NOTE

Even at the time of writing the summary of that research (4th quarter of 2012) things happen, thing change; showing clearly that the struggle against labor unions, their past

records and their power sources is burning- trying to blame labor unions and employees on economy crisis, profit declining and so forth.

Wisconsin is leading acts to reduce costs since its total debt climbed up in some 75% to the amount of 2.4 billion USD. That debt is a huge burden to budgets to serve. Reduction is essential and 'tea party' leaders connect that need to public sector budgets; the tool to run that change is to restrict unions mainly on public sector. That process started back in February 2011 with anti-labor union legislation.

One of the most attacked sectors is public employees including teachers. Since one of the declared reasons is budget problem, it is interesting to point out the teachers' sector that yields average yearly income below the US average of $42K per year….

That is an option for governor only when administration's assumption is that labor union cannot stop them or change the election gear and results. Elections put in focus labor union struggle once again.

> *… Walker's successful 2011 effort to end collective bargaining for public employees has drawn participation from many different groups, including the tea party. But unions, which have long been fighting stories of their demise, have much of what's left of their reputation as powerful political organizers riding on the race…*
>
> *From internet: Rachel Rose Hartman, Yahoo! News | The Ticket, Jun 5, 2012*

Field is open- Employers, employees, labor unions, communication, internet, political influence, big money. Day to day life creates new risks and new options for employees and for labor union.

APPENDIX

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