

## **Twenty Factors Which May Cause Employees to Seek Union Representation**

The evidence continues to mount that most successful union organizational drives are the result of employers' errors, not only in the administration of pay and benefits, but in the more subtle matter of handling “people” problems. Consider the following examples.

1. Employees receive only a minimum of information about the state of the employer’s operations. Consequently, they feel insecure in their jobs. They are ignored, not part of the “team,” and they have not been sold on the employer.
2. Management and administrative rules and policies are inconsistently or inequitably enforced at different times or in different departments or on different shifts.
3. Employee gripes, complaints and grievances are ignored by management instead of being discussed and cleared up promptly. Employees are reluctant to bring their problems or troubles to “the boss.” There is no safety valve or grievance procedure for employees who want to let off steam or get help.
4. The employer takes hasty and emotional action against workers without first making a careful and impartial investigation. The failure may result in some respected employee being disciplined or discharged without warning, or even without proper cause. This might serve as a rallying point for a union.
5. There is no respect for seniority (length of service with the employer) among qualified employees in promotions or layoffs.
6. Employees think that their wages or other employee benefits are substandard.
7. There are unsatisfactory working conditions such as long hours, fumes, dirty restrooms, a sloppy work floor, etc.
8. Employees feel stymied as far as future opportunity is concerned.
9. They see their supervisor playing favorites and they are losing out, or their supervisor is bullying or needling them.
10. A supervisor has been demoted or for some other reason is bitter against the employer and is promoting the union to employees.

11. Employees are requested to pay an increased share of contributions for group insurance pensions, or other fringe benefits, particularly with no explanation.
12. They see combining of jobs so that employees are doing more work than they once did for the same rate of pay, or with no prospect of bonus.
13. The employer introduces changes in work policies or procedures without advance notice or subsequent explanation to the people involved. The other pitfall may be when the employer subcontracts its work, with consequent layoffs.
14. The employer makes key decisions in a vacuum of ignorance about what the employees really wanted.
15. The employer uses pressure tactics rather than leadership to secure productivity or better services.
16. The union has “planted” an organizer in the work force, or some unionized competitor has sent the union to the company.
17. The issue of racial discrimination divides the work force into antagonistic groups, one of which seeks out the union.
18. The employer fails to keep his promise on important matters such as a Christmas bonus, another holiday, increased vacation, etc.
19. Boredom on the job causes employee unrest and dissatisfaction.
20. The employer does not have an effective personnel executive with authority to present and represent the employees’ point of view to management, so the employees turn to a union outsider to “defend their interests.”