

XI. LERA Poster Session

“Massaging Earnings”: The Effects of State Licensing of Massage Therapists

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In 2000 approximately 20 percent of workers in the United States were directly affected by occupational licensing.¹ We add to the existing literature by examining the impact that state licensing of massage therapists (MTs) has had upon MT earnings. In the United States massage therapy is an important complement to conventional medical treatment. Our results indicate that licensing has increased the annual earnings of MTs by approximately 3.0–5.4 percent annually. We believe that our estimated effect is somewhat smaller than estimates from previous studies of other health occupations because licensing requirements for MTs are relatively less onerous than those for other licensed health occupations.

Note

1. Morris Kleiner, *Licensing Occupations: Ensuring Quality or Restricting Competition* Kalamazoo, MI: W. E. Upjohn Institute, 2006.

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Perceptions of Mediator Performance: Does It Matter When the Mediator Shows Up?

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Using data from the 2003 Federal Mediation and Conciliation Services survey, this study explores the impact of the entry time of the mediator on perceptions of his/her performance. The paper seeks to analyze perceptions of mediator performance primarily among those who used the services of a mediator during their 2003 negotiations, although the paper also includes discussions of the demographics of those who did not use a mediator during their negotiations and three factors that could have an impact on the conditions that the mediators find as they enter the negotiations.

Reducing Conflicts of Interest When Employing Spouses

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While antinepotism and no-spouse policies are designed to ensure that employees make decisions in the best interest of businesses, there exist alternatives to these policies that allow businesses to ensure that family relationships do not interfere with employees' decisions, while also ensuring that family members are not denied employment opportunities based solely on to whom they are related. This paper addresses this issue by providing information on how to develop conflict-of-interest policies that meet the business's needs while protecting employees' rights. The benefits of coupling family friendly policies with focused conflict-of-interest-policies will be provided.

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Too Much of a Good Thing? Applying Education on the Job in Information Technology

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This research builds on the “overqualification” literature that suggests there is a disconnect between the knowledge and ability that workers acquire through their learning activities and their capacity to apply that knowledge and ability in their day-to-day work. Using unique survey and interview data, I examine this correspondence in the information technology (IT) industry. My findings indicate that IT workers value the problem-solving abilities and foundational knowledge acquired through higher education. However, they rely on informal learning experiences to overcome the daily challenges associated with the changing technological environment. They tend to feel matched to slightly overqualified in terms of their schooling, but they also report that they are continuously engaged in self-directed learning to match their abilities with the changing requirements of their jobs. These findings call into question the emphasis on university-level entry requirements and the burgeoning systems of technology-specific credentialing and certification. This research also has implications for job design and learning support.

Race and Gender Differences in Job Responsibility and Advancement

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This study seeks to identify if race and gender differences in job responsibility and promotion are observed at the early career stage. The sample

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consists of just over 2,500 subjects employed full-time who completed the Graduate Management Admission Test. The sample was stratified by race to insure appreciable representation of African Americans, Hispanic Americans, and Asian Americans.

The results suggest that men supervise larger budgets and more employees. Gender differences with regard to promotion were not observed. The multiple regression analysis suggests that race differences are limited to Asian subjects relative to white subjects. When control variables are entered, significant differences between Asian and white subjects are observed with respect to budgets supervised and promotions.

The findings regarding gender differences are consistent with the suggestion that men are more likely to be assigned to jobs that prepare one for advancement to top management positions. The pattern of negative results for Asian subjects suggests the presence of a bias that has received relatively little attention in either the research or professional literature.

The Dynamics of Unemployment by Gender: Evidence from OECD Countries

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We present empirical evidence regarding unemployment dynamics for women and men in eight Organization for Economic Co-operation and Development (OECD) countries. Unit root tests are used to examine the unemployment dynamics of women and men. Failure to reject the unit root hypothesis is consistent with unemployment hysteresis. Rejection of the unit root hypothesis indicates that unemployment dynamics are best explained by the natural rate

of unemployment or the structuralist view. We find evidence of gender differences in unemployment dynamics in Canada, Germany, and the United States but not in other countries. While there are some differences in the extent of persistence across gender and across countries, the degree of persistence for both female and male unemployment rates is fairly low in all countries. Our results, therefore, contrast with substantial empirical evidence of high levels of unemployment persistence in European countries.

Note

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Labor Market Dynamics in a Transition Economy: Evidence from Romania

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This paper analyzes employment dynamics of the Romanian economy from 1990 to 1996 using firm-level data. We compute and examine the job creation and job destruction rates of three types of firms in three sectors in those years. The results basically confirm our expectation that *de novo* firms (the genuine new and private firms established after 1990) outperform the “traditional” firms in job creation. However, it also appears that Romanian firms are still in a transition phase. The restructuring is far from complete in Romania, as evidenced by the increasing rate of job destruction in 1995 and 1996. We also examine the determinants of employment growth of Romanian firms in this period. The baseline OLS results in many ways corroborate the findings from earlier descriptive analysis of job creation and job destruction. For example, *de novo* firms are found to have a positive effect on employ-

ment growth. In addition, the service sector, relative to manufacturing and trade sectors, exerts positive impact on employment growth. The employment growth model is re-estimated with standard panel estimation technique. The random effect estimation results suggest that the size and age of firms are important determinants of the employment growth rate for privatized firms. Since these firms represent the “traditional” firms, which are previously state owned and now becoming privatized firms, this finding provides some insights to how firms respond and adjust to the new market conditions. Specifically, it suggests that those larger and older privatized firms, as they weather through transition, tend to downsize more than the state-owned enterprises (SOEs), and thus they actually have better prospects for employment growth than the SOEs.

A Look at Abusive Supervision at the U.S. Department of Labor

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Psychological abuse of workers at the U.S. Department of Labor is neither zero nor trivial. This paper examines an employee survey revealing supervisors’ verbal and nonverbal aggression. The frequencies of such behavior toward workers *and* their co-workers are presented. Possible self-selection bias is addressed through alternative estimates. (New analysis for the LERA conference found employee characterizations of abuse corresponded to summed, frequency-weighted behavior.) Psychological abuse is recognized as a workplace violence. Methods to address workplace bullying are detailed. This paper prompted AFGE Local 12’s “Proposal to Secretary of Labor Elaine Chao on Workplace Bullying and Psychological Harassment” in February 2006 (available at <http://L12bullying.googlepages.com>).

Congress and the NLRB: How Appointments Affect Board Outcomes

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I explore the link between appointments to the NLRB its outcomes. Several outcome measures are studied: the number of decisions per year by the NLRB; the length of time from an administrative law judge (ALJ) to a board decision; and the number of docketed cases left pending at the end of the year. Regression results suggest that board output is positively associated with the average tenure of board members and negatively associated with board vacancies and turnover. I argue that the recent tendency toward high member turnover and long vacancies hinders the board's output and negatively affects its ability to fulfill its statutory mission.

Outsourcing Human Resources Management: The Impact on Employee Satisfaction and Retention

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This paper explores the relationship between outsourcing various types of human resource management (HRM) practices and employee satisfaction and turnover. This proposal develops a typology of four purposes of HRM activities and measures the degree to which each HRM activity is transactional (noncomplex and routine), relational (provider-dependent), and firm-specific (customized).

The results of this study contribute to the literature on HRM and business process outsourcing by examining a wider array of costs and benefits from

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outsourcing HRM activities than previous studies. The target audience of this research is corporate executives, HR consultancies, and HR leaders involved in outsourcing decisions. The implications may challenge conventional wisdom about outsourcing HR activities derived from the resource-based theory of the firm and works by authors like Ulrich. This paper also compares the phenomena of outsourcing human resource activities that are not highly transactional and are provider-dependent or highly firm-specific with the predictions of theories based on transaction cost economics, social network theory, and social exchange theory as they involve different processes. Also examined is how each of these three theoretical views depend on the context surrounding the outsourcing relationship, so factors such as industry and firm size are considered.

Governance Mechanisms of Privatized State-Owned Enterprises and Trade Union Strength Moderation

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Does the mode of governance adopted for privatized firms vary according to the strength of trade unions? When governments divest, trade unions are affected (Kikeri 1998). Consistent with transaction cost theory, trade union strength moderated the relationship between human asset specificity and governance mechanisms adopted for state-owned enterprises (SOEs). Multinomial ordered probit results from a sample of 1,745 privatized SOEs from 285 industries and 41 African countries showed that given high human asset specificity, governments were more likely to adopt internal governance modes when unions are strong and external governance modes when trade unions are weak. Implications for privatization management and labor relations are discussed.

Reciprocity at the Workplace: Do Fair Wages Lead to Higher Effort, Productivity, and Profitability?

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Do workers reward fair wages with higher job effort, better labor relations, and greater workplace labor productivity and profitability (positive reciprocity) and punish unfair wages with lower effort, worse relations, and lesser productivity and profitability (negative reciprocity)? I examine whether workers, who report whether they feel that their pay is fair or unfair, reciprocate using an Australian linked survey of workers and workplaces. I find no statistically significant evidence of positive reciprocity but some evidence of negative reciprocity in labor relations and workplace labor productivity. Overall, the evidence consistent with either positive or negative worker reciprocity is not strong.

The NLRB and the Supreme Court: A Longitudinal Analysis

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The number of NLRB cases decided by the Supreme Court has declined significantly over the past four decades. Between 1965 and 1983, the Court decided 61 board cases, or 3.2 per year. From 1984 through 2003, only 25 cases were decided, an average of 1.3 per year. The Supreme Court overall

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affirmation rate for board decisions declined from 77 percent during 1965 to 1983 to 52 percent full and 8 percent partial from 1984 to 2003. The affirmation rate for decisions where the board and an Appellate Court disagreed declined from 76 percent during 1965 to 1983 to 68 percent from 1984 to 2003.

The Effect of Absolute and Relative Wages on Employee Attitudes: Whose Wages Matter?

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Using an employer-employee matched data set of nursing homes, the effects of absolute and relative wages on employee justice perceptions, pay satisfaction, job satisfaction, organizational commitment, and intent to turnover are examined. The four measures of relative wages used in this analysis are the individual's wages relative to (1) co-workers, (2) managers, (3) the executive director, and (4) individuals in the same occupation outside the organization. Both absolute and relative wages are important predictors of employee justice perceptions and attitudes. The relationships between wages and distributive justice, job satisfaction, and organizational commitment are moderated by procedural justice.

Fishing in Different Ponds: Union Organizing Across Industries

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A major complaint of the Change to Win Coalition is the AFL-CIO's failure to "follow the work" and allocate sufficient resources to organizing, particularly in industries experiencing job growth. Our paper uses industry-level data from NLRB-supervised elections from 1970 to 2000 to evaluate the validity of this criticism. We find support for the coalition's claim. Most industrial groups fared better than manufacturing in election outcomes. Yet union organizing activity was lower in other industries. Moreover, declining organizing activity within manufacturing suggests that other industries, most notably services, account for an ever greater share of new entrants into the labor movement.

"Stopping by the Pond": Using Metaphors to Understand Student Labor Union Conflict and Cooperation

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The number of graduate student labor unions has increased in recent years, and the importance and influence of these institutions are growing. Although these unions have many similarities to traditional labor unions, some of their structural aspects and concerns are unique; understanding their conflicts and

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cooperative efforts as outsiders is difficult. In this paper we take an interpretive approach to understanding one graduate student labor union, analyzing their emotion and power states through a metaphorical framework. This framework allows those of us who are removed from direct participation in these labor unions to access our own understandings of their very personal experiences.