

**Table 3b: Cluster Analysis of the Plants**

	Cluster name			Union & High Involve.			Union & Low Involve.			Nonunion & High Involve.			Nonunion & Low Involve.			ANOVA Sig.s			
	Mean	Median	SD	Mean	Median	SD	Mean	Median	SD	Mean	Median	SD	Mean	Median	SD	I	II	III	
<b>Variables used to create the clusters</b>																			
Index of Committee Existence (z)	0.37	0.70	0.62	0.08	0.70	1.04	-0.10	0.00	0.96	-0.27	0.00	0.89	<b>0</b>	<b>0.02</b>	0.164				
Index of Direct Involvement (z)	0.60	0.53	0.49	-0.96	-0.79	0.72	0.67	0.65	0.52	-1.05	-0.92	0.68	0.12	<b>0</b>	<b>1E-20</b>				
Index of Job Security (z)	0.03	0.78	0.92	-0.27	-0.93	1.00	0.22	0.78	1.01	-0.12	-0.93	1.02	0.07	<b>0.04</b>	<b>0.01</b>				
Index of Grievance Plans (z)	0.92	1.24	0.60	0.87	1.24	0.61	-0.45	-1.08	0.83	-0.77	-1.08	0.57	<b>0</b>	0.57	<b>0.001</b>				
Supportive HR Practices (z)	0.46	0.42	1.08	0.11	0.04	0.83	0.05	-0.04	0.94	-0.50	-0.63	0.86	<b>0</b>	<b>0.02</b>	<b>4E-06</b>				
Index of Improvement Process (z)	0.22	0.38	0.67	-0.25	0.38	1.23	0.34	0.38	0.33	-0.66	0.38	1.43	0.83	<b>0</b>	<b>2E-16</b>				
Employee Involvement (z)	0.92	0.91	0.80	-0.34	-0.34	0.73	0.19	0.19	0.74	-1.03	-0.95	0.70	<b>0</b>	<b>0</b>	<b>1E-20</b>				
Index of Worker Group Influence over 6 Policies (z)	0.71	0.90	0.74	-0.69	-0.89	0.80	0.48	0.30	0.70	-0.87	-0.89	0.71	0.16	<b>0</b>	<b>1E-20</b>				
Index of Committee & Union Influence over 6 Policies (z)	1.03	0.82	1.16	0.20	-0.01	0.89	-0.32	-0.83	0.68	-0.56	-0.83	0.48	<b>0</b>	<b>0</b>	<b>0.003</b>				
Index of Improvement through Listening (z)	0.33	0.17	0.73	-0.82	-0.97	0.95	0.44	0.74	0.72	-0.48	-0.40	1.04	<b>0</b>	<b>0</b>	<b>1E-15</b>				
Index of Contingent Pay (z)	-0.23	0.27	0.89	-0.26	-1.02	0.90	0.34	0.27	1.07	-0.07	0.27	0.91	<b>0</b>	0.83	<b>0.002</b>				
Index of Representative Involvement (z)	0.90	0.92	0.91	0.18	0.18	0.94	-0.27	-0.08	0.86	-0.53	-0.54	0.76	<b>0</b>	<b>0</b>	<b>0.014</b>				
Index of Tasks Performed by Semiskilled Workers (z)	0.41	0.34	0.69	-0.59	-0.38	0.84	0.40	0.34	0.86	-0.67	-0.66	0.91	0.61	<b>0</b>	<b>5E-19</b>				
Index of Use of Teams (z)	0.10	0.00	0.70	-0.41	0.00	1.09	0.33	0.44	0.67	-0.36	0.00	1.13	<b>0.02</b>	<b>0</b>	<b>2E-09</b>				
Index of Training (z)	0.18	0.00	1.35	-0.12	-0.04	0.61	-0.01	-0.06	0.61	-0.05	-0.22	0.89	0.4	0.07	0.709				
<b>Relation of Clusters with Other Variables</b>																			
Average age	38.33	39.00	6.36	38.86	38.50	6.52	33.18	33.00	5.70	35.28	35.00	5.85	<b>0</b>	0.61	<b>0.008</b>				
Canada	0.19	0.00	0.40	0.24	0.00	0.43	0.09	0.00	0.29	0.08	0.00	0.28	<b>0</b>	0.43	0.821				
% workforce with HS diploma	78.69	85.00	20.03	70.14	80.00	26.08	81.11	90.00	23.61	79.65	80.00	19.67	<b>0.02</b>	<b>0.02</b>	0.631				
Log (employment)	5.60	5.53	0.83	5.38	5.55	1.02	5.30	5.33	0.96	4.86	4.87	1.14	<b>0</b>	0.13	<b>0.001</b>				
Log (machines/ prodn. workers)	-1.89	-1.83	1.13	-2.02	-1.77	1.07	-1.81	-1.70	1.06	-1.48	-1.44	0.90	<b>0.02</b>	0.46	<b>0.02</b>				
% workforce male	62.87	65.00	24.36	62.82	65.00	26.73	55.64	55.00	22.23	60.46	60.00	23.25	<b>0.03</b>	0.99	0.108				
Regional price index	1.05	1.07	0.08	1.06	1.09	0.08	1.04	1.01	0.09	1.04	1.00	0.11	<b>0.01</b>	0.25	0.963				
Log (compensation of skilled)	2.96	2.94	0.27	2.89	2.87	0.36	2.82	2.84	0.22	2.75	2.78	0.26	<b>0</b>	0.18	<b>0.027</b>				
Log (wages of skilled)	2.65	2.64	0.24	2.60	2.64	0.35	2.55	2.56	0.21	2.50	2.48	0.24	<b>0</b>	0.3	<b>0.049</b>				
Log (compensation of unskilled)	2.71	2.69	0.31	2.65	2.63	0.36	2.46	2.43	0.25	2.39	2.40	0.27	<b>0</b>	0.28	0.07				
Log (wages of unskilled)	2.40	2.38	0.28	2.36	2.33	0.34	2.19	2.16	0.24	2.14	2.14	0.24	<b>0</b>	0.4	0.099				
Relative compensation	5.07	5.00	1.51	4.76	4.50	1.23	4.63	4.00	1.31	4.39	4.00	1.39	<b>0</b>	0.17	0.175				
Labor turnover rate	5.21	2.00	8.62	3.82	2.00	5.23	7.36	4.00	10.19	7.44	5.00	8.06	<b>0</b>	0.26	0.948				
Log (total # employees 1999 / total # employees 1992) <sup>1</sup>	0.07	0.11	0.54	0.05	0.11	0.70	0.21	0.19	0.62	0.35	0.24	0.91	<b>0.01</b>	0.87	0.191				
Log (total # employees 1999 / total # employees 1992) <sup>2</sup>		0.04			0.03						0.25								
Out of business by 1999	0.17	0.00	0.38	0.18	0.00	0.39	0.16	0.00	0.37	0.09	0.00	0.29	0.21	0.92	0.13				
Number of plants in cluster	98			78			173			95									

<sup>1</sup> Conditional on still in business in 1999.

<sup>2</sup> Employment equals negative infinity for firms that shut down; thus, only the median is well defined

I : Union vs. Nonunion firms

II : Low vs. High Involvement Union Clusters



### III : Low vs. High Involvement Nonunion Clusters