

Tables

- I.1. Accumulation of Shares and Value for the Average Employee Owner at Reuther Mold and Manufacturing *16*
- 1.1. ESOPs and Employment by Industrial Sector, Ohio and the United States *25*
- 1.2. Comparison of Minority and Majority Employee-Owned ESOP Firms *39*
- 1.3. Comparison of ESOPs in Publicly Traded and Closely Held Companies *41*
- 1.4. Comparison of 1985–86 and 1992–93 Ohio Surveys: Sector, Coverage, and Financial Benefits *42*
- 1.5. Comparison of 1985–86 and 1992–93 Ohio Surveys: Share of Ownership, Philosophy, and Employee Influence *43*
- 1.6. ESOP Firms' Five-Year Predictions *44*
- 2.1. Sharing Financial Statements in Public and Private ESOP Firms *55*
- 2.2. Relationship between Communication since the ESOP, Employee Interest, and Firm Performance *61*
- 2.3. Training Levels since the ESOP and Firm Performance *62*
- 2.4. Post-ESOP Performance by Types of Training Used in Majority ESOPs *63*
- 2.5. Impact on Attitudes and Performance of Change in Communication and Training *64*
- 3.1. Structuring Participation in the Employee-Owned Firm *77*
- 3.2. Cooperative and Consultative Management Approaches *82*

- 3.3. Impact of Boardroom Participation on Performance Indicators 93
- 3.4. Impact of Work-Unit Shop-Floor Participation on Performance Indicators 96
- 3.5. How Firms Combine Boardroom and Work-Unit/Shop-Floor Participation 99
- 3.6. Impact of Boardroom and Work-Unit/Shop-Floor Participation on Profits Relative to Industry 99
- 4.1. ESOPs in the Unionized Sector, by Union Relationship to ESOP 118
- 4.2. Role of the Union and Performance Indicators in the Unionized Sector 127
- 5.1. Maturity and Firm Performance, Measures of Association 137
- 5.2. Relation between Involvement and Interest in Decision-Making 145
- 5.3. Relations between Organizational Structure, Communication, Training, Participation Opportunities, and Employee Interest in Decision-Making 147
- 6.1. Ohio Network Membership and Indicators of Participation and Performance 168
- 6.2. Maturity and ESOP Tax Breaks 170
- A.1. The Universe of Ohio ESOP Companies 182
- A.2. Survey Response Rate among Ohio ESOP Companies 184
- A.3. Questionnaire Responses Compared with Phone Responses 185
- A.4. Comparison of OEOC Study Respondents with Ohio and U.S. IRS Form 5500 Filings 186
- Appendix 2. Results of the 1992–93 Ohio ESOP Survey 190

