

The Voices of the Workers: How the Rebalancing of Employer Employee Power Distribution Improved Communication and Income Inequality

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Abstract:

In most companies, workers try to overcome the problems caused by vertical communication for better interaction between coworkers, and after the advance of capitalism, because of the imbalance of power between the capitalist class and the working class, the discussion about the labor right has been continuously roused. In a capitalist society, money is power, so the working class had to have relatively low power. However, the National Labor Relations Act and National Labor Relations Board, which is based on the National Labor Relations Act, fought with the company on behalf of the workers. This research was conducted by analyzing the significant turning point of unionization and the relationship between authority and communication. As a result of the analysis, it was shown that the balanced negotiation could result in alleviated income inequality and became the basis of unionization and labor right.

Process Paper

When I first read this year's theme, "communication," the idea of the barriers in the pursuit of communication came to mind. Among the various concepts I researched in the field of barriers of communication, I selected the differences in authority because it is the one we try to overcome but often fail.

In most companies, workers try to overcome the problems caused by vertical communication for better interaction between coworkers. Also, I

decided to write about the inequality of bargaining because people who live in capitalist societies are influenced by money and understand the power of money.

My research was conducted by analyzing the relationship between authority and communication. I read papers about examples of communication breakdowns and how authority influenced bargaining processes. After I decided to write about the inequality of bargaining, I looked into the institutions throughout history

that have supported workers and helped reduce inequality. To connect my research topic to the history, I found the adjudication in which the National Labor Relations Board (NLRB) intervened the labor practices. While I explored research about unions, I realized that as unions become stronger and more stable, income inequality is alleviated. Therefore I amassed the numerical data which support my idea.

My paper starts with a brief presentation of the significance of power in communication and the usual conditions of inequality in the bargaining process. To explain the NLRB's creation and role, the National Labor Relations Act (NLRA), which the NLRB is based on, was explored in detail, and other related laws are presented. The case of *NLRB v. Jones & Laughlin Steel Corp.* is explained to describe some of the NLRB's initial achievements, and the section about the NLRB is concluded with a discussion on its limitation. The complex relationship between power and communication is presented to show the importance of the accomplishments of NLRB. Finally, the relationship between income inequality and unionization is presented.

The general importance of the National Labor Relations Board can be summed up in the following sentence; it supports employees' unionization and balances the power relationships between employers and employees, leading to the alleviation of income inequality.

In the United States, each state's independence is recognized, and before the National Labor Relations Act, labor practices were decided with

each state. However, after the National Labor Relations Act, the government became concerned about labor problems. The creation and implantation of these intuitions and laws meant that all Americans have the right to be protected by the labor practices and unfair action by any company within the country.

"In the truest sense, freedom cannot be bestowed, it must be achieved."—Franklin Delano Roosevelt

In negotiation, there is usually a difference in power between the participants. This can often lead to a one-sided negotiation, and naturally, the weaker side receives fewer benefits. In the case of employers and employees, employees are almost always on the weak side. To overcome this power difference, employees organize and create a labor union. Before the National Labor Relations Act (NLRA), known as the Wagner Act, it was difficult, almost impossible, to unionize in the United States. Workers were frequently fired for attempting to unionize, and the lack of collective bargaining made the workers demand their rights more fervently. However, the National Labor Relations Board (NLRB), which is based on the Wagner Act, supported employees' unionization and collective bargaining and endeavored to balance the power relationships between employers and employees. This improved power balance in employees' communication with their employers contributed to the alleviation of income inequality.

The National Labor Relations Act and the National Labor Relations Board

The National Labor Relations Act's purpose¹ was to reduce private-sector labor and management exploitative practices, which damaged the general welfare of workers, businesses, and the national economy. To enforce the Act, the National Labor Relations Board superseded the National Labor Board(NLB)². The NLB was established in 1933 as an independent agency by a Presidential directive. The NLB tried to adjust industrial disputes and operated regional boards. However, the Supreme Court's decision invalidated the National Industrial Recovery Act, which the NLB is under, and the NLB was functionally abolished and became powerless. After the NLRB inherited the predecessor NLB's powers, the board mainly enforced collective-bargaining requirements and settled labor disputes. However, although the NLRA was passed in 1935, the law's actual enforcement was not implemented until 1937.

The Constitutionality of the National Labor Relations Act

The case of National Labor Relations Board v. Jones & Laughlin Steel Corp. (LSC) was the first time the National Labor Relations Act was upheld constitutionality by Chief Justice Charles Evans Hughes.³ Before this landmark case, labor rights were not decided by the federal

government. When there was unfair negotiation between employer and employee, the Federal government couldn't protect the employer or intervene in the labor problem. In *Chassaniol v. Greenwood and Carter v. Carter Coal Company*, the federal government's boundary was clearly specified.⁴ In these cases, it was decided by the Supreme Court that because a commodity is produced within a state, the federal government, which only could regulate interstate activity, cannot intervene in labor issues. Also, the judgment specifies the state as the labor problems' administrators. Because the producing occupations are purely local in character, employer and employee relation becomes a part of the production. Therefore labor matters, such as "the employment of men, the fixing of their wages, hours of labor, and working conditions, the bargaining in respect of these things," also naturally become part of the production according to the Court's logic. Based on the prior two cases, the NLRB's petition was rejected in the US Court of Appeals for the Fifth Circuit. The Court's reason for the decision was "the Board has no jurisdiction over a labor dispute between employer and employees touching the discharge of laborers in a steel plant, who were engaged only in manufacture."

The Supreme Court decision was the first case that recognized the essentiality of the government's guarantee on the employee's right

¹ "National Labor Relations Act | National Labor Relations Board." Nlr.gov. Web.

² "Records of the National Labor Relations Board[Nlr]"

³ "National Labor Relations Board v. Jones & Laughlin Steel Corporation." *Oyez*

⁴ U.S. Court of Appeals for the Fifth Circuit - 83 F.2d 998 (5th Cir. 1936) June 15, 1936

to unionize and correct the inequality of bargain power. Although Hughes' Supreme Court was divided in their opinions about the New Deal policy, the Supreme Court "began a pattern of upholding the New Deal" with the case.⁵ The dissenting opinion of McReynolds⁶, a member of Hughes' Court and against the New Deal, was "Congress only had the right to get involved in circumstances where the violation is direct and material although Congress had the power to regulate interstate commerce between states"⁷. On the other hand, the Supreme Court upheld the Act and stated Congress should "regulate industrial activities which had the potential to restrict interstate commerce." Hughes, who is the Chief justice of the US, declared that the relationships between workers and employers have the potential to influence interstate commerce so that the labor conflict could impede commercial activity. On account of this decision, companies became unable to discriminate against employees who tried to protect their fundamental right to unionize. The Supreme Court's decision was the first case that recognized the National Labor Relations Act's constitutionality, and the workers' unionization

⁵ Supreme Court of the United States. "U.S. Reports: National Labor Relations Board v. Jones & (and) Laughlin Steel Corp., 301 U.S. 1 (1937)."

⁶ McReynolds. "James Clark McReynolds". Federal Judicial Center. 2009-12-12. Archived from the original on 2009-05-14. Retrieved 2009-12-12.

⁷ "National Labor Relations Board vs. Jones & Laughlin Steel Corp. (1937)." US Conlawpedia

and strikes started to be actively promoted.

In the process of negotiation between employees and Laughlin Steel Corporation (LSC), "The NLRB quickly became involved with claims that the plant's refusal to negotiate with its workers was an act of discrimination on employment and thus was a direct violation of National Labor Relations Act." In this case, the NLRB represented the laborer's side and helped with most of the legal process. When the LSC fired ten workers who attempted to unionize, the NLRB ordered the company to reinstate them on the basis of the National Labor Relations Act. However, the LSC ignored the Board's demands and argued that NLRA is unconstitutional because it "exceed the government's reach of power under the commerce clause." Although the NLRB failed to win their case in the district court and the court of appeals, the NLRB tried to protect the laborers by petitioning the Circuit Court of Appeals, which ruled the NLRA exceeded the government's power. Ultimately the Supreme Court reversed the lower courts' decision; "the NLRA was declared constitutional, and the LSC did not have the right to fire their workers for their efforts to unionize." If not for the NLRB, laborers might not have been able to gain this vital legal victory.

The National Labor Relations Board's Performance and Impact

The key achievement of the National Labor Relations Board was guaranteeing workers the right to organize. However, individuals were too

weak to protect their own individual rights as workers. Therefore, to resist the employers' unfair action, employees should gather and collectively bargain. Still, before the NLRA's constitutional decision, the United States' liberalism allowed the employers to treat them unfairly or fire them, which led to the inequality in bargaining. After establishing NLRB, their regulation and investigation for the employers' unfair business practices supported people to collect their power and bargain from a stronger position.

Moreover, the NLRB's other achievement improved awareness of human rights. According to Karel Vasak's three generations of human rights, rights to be employed in just and favorable conditions and unemployment benefits are included in the second-generation human rights.⁸ Therefore, guaranteeing employees' right to form unions means protecting second-generation human rights, and it shows the United States' developed awareness of human rights through the NLRA and the NLRB and thus people obtained their bargaining power and were able to protect their rights.

There are other important facets to the National Labor Relations Act. As the US is fundamentally a collection states, each state's independence and autonomy are secured. The federal government provides rules and structure, and each state autonomously legislates detailed laws and manages its own region. The case *Chassaniol v.*

Greenwood and Carter v. Carter Coal Company's decisions were based on this American culture, the federal government's non-aggression toward the states. However, due to the constitutionality of the NLRA, the federal government could intervene in states' matters, although the evidence of the decision was that the labor practices could influence interstate commerce. It might mean the elevated importance of labor rights and more substantial federal power.

The Imperfection of the National Labor Relations Act and Board

However, there were also some limitations of the Act and the board. Labor laws were one of the causes of the last New Deal inflation. With the legalization of the labor disputes, nationwide strikes for wage increases took place. United Auto Workers gained 1.5 times for overtime pay, and United Steelworkers achieved an 11.7% wage increase. Along with the wage increase, overtime pay and various allowances were newly established, and the labor costs of companies surged. Rising labor costs without increased productivity led companies to reduce investment and to cut down on manpower. Declined revenue of businesses caused stock market crashes, and manpower reduction continued to increase the unemployment rate. Nevertheless, it was an essential step to continue the fight for full labor rights. The government has the responsibility to guarantee people the right to struggle for the pursuit decent standard of living. Another facet

⁸ Britannica. "Human Rights."

of the Act was, at the time many criticized it for being too radical. This condemnation was extended to the Labor Management Relations Act (LMRA), limiting union practices and requiring disclosure of financial and political activities by a union.⁹ The severe economic situation of the Great Depression drove Congress to support the legislation of the LMRA, and it was the turning point for the labor law, as the power of union and strike began to decline. The current US labor law's unionization and strike sections are based on both the NLRA and LMRA, and it continues to protect employees who suffer because of exploitative labor practices or try are endeavoring to gain their rights in the workplace.

The National Labor Relations Board's Effort to Promote Better Communication

The activities of NLRB brought about mass unionization and empowered laborers in bargaining between employers and employees. The inequality of bargaining power, which came from status or wealth, inevitably restrains the weaks' expression, and it blocks the exchange of participants' thoughts. In most cases, the stronger side dominates the interaction and communication, and the other side becomes passive in interaction and must accept the opponent's suggestions or demands. Therefore, to encourage effective communication, it is essential to prevent large differences in power,

⁹ "U.S.C. Title 29 – LABOR" Govinfo.gov <https://www.govinfo.gov/content/pkg/USCODE-2010title29/html/USCODE-2010-title29-chap7.htm>

limiting meaningful interaction. The NLRB helped workers to attain their rights. The NLRB investigated labor practices and supported resolving conflicts by settlement, which is less severe than the litigation. More than 90% of the unfair labor practice cases are resolved by settlement, either through a Board settlement or a private agreement. Even in a personal affairs, Regional Directors can review and approve private settlement agreements before allowing charges to be withdrawn. When the settlement does not resolve unfair labor practices, they are put to a NLRB Administrative Law Judge. The Circuit Courts evaluate the legality of the Board's Order and decide whether to decree obedience to the Order to review the case. Thus, nearly 80% of the Circuit Courts' decisions were go favor of the Board. Through these activities, the NLRB elevated the laborers' power in bargaining and encouraged fair interaction between the employers and employees.

The Reduced Income Inequality with the National Labor Relations Board

The improvement of laborers' power continued to reduce income inequality with bargaining income distribution and better workers' conditions—the union influences income inequality directly and indirectly. Forming unions enables workers' wages to increase because collective bargaining power is the leading factor to moderate wage inequality. The unions promote higher minimum wages and suppress overinflated salaries to the executive. According

to Herzer and Dierk, the unions' wage bargaining causes the increase in union members' wages and decreases the wage gap.¹⁰ Also, in "Unions and Inequality Over the Twentieth Century: New Evidence from Survey Data," researchers found that the firms tend to increase pay because of the nervousness caused by workers' organization.¹¹

Unions caused the income gap between the rich and the poor to narrow, and decreasing union membership led to the wider income gap. According to Chad Stone's "A Guide to Statistics on Historical Trends in Income Inequality," during 30 years from the early 1970s, the middle and lower class's economic growth is decelerated compared to those of the high class.¹² It resulted in a larger income gap than the post-war years' income gap. The relationship between the union and income inequality is inversed, considering the empirical result of the union's effect on income inequality. In Alderson and Nielsen's article about the income inequality trends from 1967 to 1992 in 16 OECD countries, the researchers find that the aggravation in income inequality was least observed in highly unionized countries. Similarly, according to Bradley et al.

¹⁰ Herzer, Dierk (2014) : Unions and income inequality: A heterogeneous panel cointegration and causality analysis, Diskussionspapier, No. 146, Helmut-SchmidtUniversität - Universität der Bundeswehr Hamburg, Fächergruppe Volkswirtschaftslehre, Hamburg

¹¹ Henry Farber et al. "Unions and Inequality Over the Twentieth Century: New Evidence from Survey Data."

¹² Chad Stone "A Guide to Statistics on Historical Trends in Income Inequality"

(2003)¹³, "organization in unions results in a shift of power in the market toward the union members." The shift of power to the workers gives them a louder voice and allows them to gain their rights more actively.

Among the workers, notably, the unskilled workers' wages increased more than the skilled workers. The invigoration of unions contributed to moderate the earning differentials between so-called white-collar and blue-collar workers. In the labor market, the law of supply and demand equally operates, as employers could replace the unskilled workers because many people wanted to work and could take these positions. The supply for unskilled workers exceeds the demand. On the other hand, there is a deficit of skilled workers. Therefore, the bargaining power was different depending on the required skill, and thus workers' conditions and wages had to be different. However, with the revival of unionization, the unskilled workers could gain more substantial bargaining power. Although not all unions operated toward a decrease in the wage gap, "the second major component of union standardization policies is for equalization of pay and reduction of 'personal differences' among similarly skilled workers within establishments (Freeman, 1980)".¹⁴ Before the NLRA, the

¹³ Alderson and Nielsen (2002) Globalization and the Great U-Turn: Income Inequality Trends in 16 OECD Countries

¹⁴ Freeman. "Unionism and the Dispersion of Wages." (1978)

unions' size was small, and most of the union members were high-skilled workers because low-skilled workers could be more easily fired and replaced when they tried to unionize than high-skilled workers. After union expanded and low-skilled workers became more engaged, the wage dispersion was alleviated (Henry Farber et al., 2018)¹⁵.

There is also some limitation of the union's function to reduce the wage gap. According to "Unions and Wage Structure," the unions "do not reduce wage inequality among women," and they speculate the reason as that "unionized women are more concentrated in the upper and end of the wage distribution than their male counterparts." ¹⁶Therefore, it can be concluded that gathering low-skilled workers to participate in the union is essential to reduce income inequality.

Conclusion

As a result of the National Labor Relations Act, recognizing the employees' rights elevated significantly, and the companies started to care more about the employees' wages, working conditions, and benefits. Although the union's power declined after the Labor Management Relations Act, which restricts the boundaries of the union and strikes, it is meaningful that the

¹⁵ Henry Farber et al. "Unions and Inequality Over the Twentieth Century: New Evidence from Survey Data."

¹⁶ David Card et al. "Unions and the Wage Structure." (2002)

NLRA and the NLRB provided the basis of labor settlement and unionization. Through these new laws and intuitions, workers could overcome inequality in bargaining and better interact with the employers than before their implementation. This enhanced communication contributed to the redistribution of income, increased social mobility and improved living standards throughout the entire country. The power of communication must not be overlooked and can never be understated.

Annotated Bibliography

Primary Sources

"National Labor Relations Act | National Labor Relations Board." Nlr.gov. Web.

<https://www.nlr.gov/guidance/key-reference-materials/national-labor-relations-act>

On July 6, 1935, the National Labor Relations Act was signed by Franklin Roosevelt. I consulted this reference to explain the purposes and importance of the law.

U.S. Court of Appeals for the Fifth Circuit - 83 F.2d 998 (5th Cir. 1936) June 15, 1936

https://scholar.google.co.kr/scholar_case?case=7365873262033966367&q=National+Labor+Relations+Board+v.+Jones+%26+Laughlin+steel+Corporation,+83+F.2d+998&hl=en&as_sdt=2006&as_vis=1

This case was presented in June 15, 1936. This law case includes the background of the Court's

decision to interpret labor practices not as a federal government's area of concern.

"National Labor Relations Board v. Jones Laughlin Steel Corporation." Oyez www.oyez.org/cases/1900-1940/301us1.

This law case is meaningful for the Supreme Court's decision which supported the National Labor Relations Act's constitutionality and the victory of the employees. This web site provides information about the case and the court which oversaw this case.

Supreme Court of the United States. "U.S. Reports: National Labor Relations Board v. Jones & (and) Laughlin Steel Corp., 301 U.S. 1 (1937)." <https://www.loc.gov/item/usrep301001/>

This report is about the law case between the National Labor Relations Board and Jones & Laughlin Steel Corp. I used this article to understand the detailed parts of the case.

McReynolds"James Clark McReynolds". Federal Judicial Center. 2009-12-12. Archived from the original on 2009-05-14. Retrieved 2009-12-12.

McReynolds is who was a member of the Supreme Court and against the New Deal and the National Labor Relations Board. I examined information about him to explain who he is in the paper.

"National Labor Relations Borad vs. Jones Laughlin Steel Corp." US Colawpedia. Web.

[http://sites.gsu.edu/us-constipedia/national-](http://sites.gsu.edu/us-constipedia/national-labor-relations-board-vs-jones-laughlin-steel-corporation/)

labor-relations-board-vs-jones-laughlin-steelcorp1937/#:~:text=NLRB%20v%20Jones%20%26%20Laughlin%20Steel,governmentt%20to%20regulate%20interstate%20commerce

This web site introduces the history and flow of the National Labor Relations Act. I referred to it for understand the background of the labor laws and cases which are related to the labor problems.

"U.S.C. Title 29 - LABOR" Govinfo.gov <https://www.govinfo.gov/content/pkg/USCODE-2010-title29/html/USCODE-2010-title29-chap7.htm>

The Labor Management Relations Act was passed in 1947, and it limited the strength of unions and strikes. I looked it up to find the limitation of the National Labor Relations Act.

"Records of the National Labor Relations Board[Nlrb]" <https://www.archives.gov/research/guiderecords/groups/025.html#:~:text=History%3A%201st%20NLRB%20established%20as,disputes%2C%20and%20conducting%20representation%20elections.>

This record is about administrative history. I utilized it to explain the National Labor Board and the National Labor Relations Board.

Secondary Sources

"Labor Unions During the Great Depression and New Deal." library of congress 20th century unionization.

<https://www.loc.gov/classroom->

[materials/united-states-history-primary-source-timeline/great-depression-and-world-war-ii-1929-1945/labor-unions-during-great-depression-and-new-deal/](https://www.britannica.com/topic/human-rights/Liberte-civil-and-political-rights)

This article is about labor union during the Great Depression. Because the National Labor Relations Act is a part of the New Deal policy, I thought that knowing the background of the New Deal and labor movement around that time is important to understand the establishment of the labor laws.

Wachter, Michael L., "The Striking Success of the National Labor Relations Act" (2012). Faculty Scholarship at Penn Law. 493.

https://scholarship.law.upenn.edu/faculty_scholarship/493/

This paper is about the achievements of the National Labor Relations Act and introduces other labor laws which are related to the Act. I referred to this journal for a general understanding of the US labor laws.

Roy Lucas. "The Forgotten Justice James Clark McReynolds & The Neglected First & Second & Fourteenth Amendments."

<https://armsandthelaw.com/archives/Forgotten%20Justice%20McReynold.htm>

This article is about James Clark McReynolds. I looked it up to understand McReynolds, who was against the National Labor Relations Act.

Britannica "Human Rights." <https://www.britannica.com/topic/human-rights/Liberte-civil-and-political-rights>

In Britannica's article, I found relevant information about the Karel Vasak's three generations. To explain the significance and importance of the National Labor Relations Act, the definition of second generation is referenced.

Freeman. "Unionism and the Dispersion of Wages." (1978)

<https://www.nber.org/papers/w0248>

Freeman's research compares the union's impact on the wages of white-collar and blue-collar workers. I used his research to strengthen the paragraph which explains the unskilled workers' improved working condition with the National Labor Relations Act.

David Card et al. "Unions and the Wage Structure." (2002)

https://economics.ubc.ca/files/2013/05/pdf_paper_thomas-lemieux-unions-wage-structure.pdf

This source explains the effect of unions on pay differentials and wage inequality. I decided to use this paper because it found that the unions do not reduce wage inequality among women.

Alderson and Nielsen (2002) Globalization and the Great U-Turn: Income Inequality Trends in 16 OECD Countries

<https://www.semanticscholar.org/paper/Globalization-and-the-Great-U-Turn%3A-Income-Trends-Alderson-Nielsen/31ffaa30b8dc6a5b1fad2f112ceb3b93fba-b0c6b>

This research is about 16 OECD countries' relationship between income inequality and union. I utilized this journal because of its strong quantitative data which supports the idea that inequality and unionization are inversely related.

Checchi, D., García-Peñalosa, C. (2010). Labour market institutions and the personal distribution of income in the OECD. *Economica*, 77(307), 413-450.

This publication argues that income inequality depends on wage differential, the labor share and the unemployment rate. I used this source to understand the impact of unions on income inequality.

Herzer, Dierk (2014) : Unions and income inequality: A heterogeneous panel cointegration and causality analysis, Diskussionspapier, No. 146, Helmut-Schmidt-Universität - Universität der Bundeswehr Hamburg, Fächergruppe Volkswirtschaftslehre, Hamburg

<https://www.econstor.eu/bitstream/10419/102306/1/79721819X.pdf>

This is a paper about the effect of unionization on income inequality. I used this source to provide evidence that unions could reduce the income gap.

Shane Greenstein. "New Evidence that Unions Raise Wages for Less-Skilled Workers." National Bureau of Economic Research

<https://www.nber.org/digest/sep18/new-evidence-unions-raise-wages-less-skilled-workers>

This paper provides more recent evidence for the union's impact on unskilled workers' income gap. I read this paper to collect more evidence which support that the union has power to reduce income gap.

Henry Farber et al. "Unions and Inequality Over the Twentieth Century: New Evidence from Survey Data."

<https://www.princeton.edu/news/2018/06/21/princeton-economists-find-unions-had-historical-role-helping-address-income>

This article explains the wide inequality between skilled and unskilled workers in the union's weak period. I gained evidences of the inversed relationship between union's power and income inequality.

Susan Dynarski. "Fresh Proof That Strong Unions Help Reduce Income Inequality." The New York Times.

This describes the change of unions' membership and the income inequality's inversed relationship. I read this article to understand the current perspective toward the union and inequality.

Ken Green. "The Role of Unions in Closing the Wage Gap Between High and Low Earners."

<https://www.uniontrack.com/blog/unions-closing-the-wage-gap#:~:text=Unions%20and%20the%20Wage%20Gap%20Are%20Inversely%20Related&text=But%2C%20beginning%20in%20the%20early,a%20significantly%20larger%20income%20gap.>

gap#:~:text=Unions%20and%20the%20Wage%20Gap%20Are%20Inversely%20Related&text=But%2C%20beginning%20in%20the%20early,a%20significantly%20larger%20income%20gap.

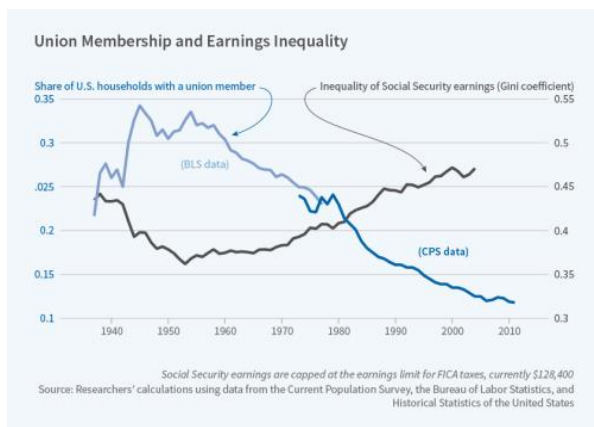
This article explains the importance how unions helped alleviate the wage gap. I utilized this article to emphasize the union's role to reduce differential wages and improve inequality in society.

Chad Stone. "A Guide to Statistics on Historical Trends in Income Inequality"

<https://www.cbpp.org/research/poverty-and-inequality/a-guide-to-statistics-on-historical-trends-in-income-inequality>

This article describes the inequality and distribution of wealth in the world. I used this article to demonstrate the seriousness of the inequality problem and emphasize the union's role to moderate it.

Appendix A



Union Membership and Earnings Inequality

Susan Dynarski. "Fresh Proof That Strong Unions Help Reduce Income Inequality." The New York Times.

<https://www.nytimes.com/2018/07/06/business/labor-unions-income-inequality.html>