thought well of this paper, and it served as the main basis of support for a fellowship that enabled me to finish at Columbia without outside employment. Later, Merton was to give strong support to my efforts to turn these interests into a major study on my return to Columbia as a faculty member in 1950.

Martin A. Trow, then a graduate student at Columbia and now a professor at the University of California, Berkeley, had been working with me and took over responsibility for administering the gathering of survey data. The main task of the survey was to convert the hypotheses that had been developed earlier into questions for an interview schedule that could be administered to a sample of union members in New York.

In designing the research, we decided to take three samples: (1) ordinary members, (2) shop chairmen, and (3) the formal leaders of both political parties in the New York local. We selected a "stratified sample of shops," rather than individuals. Since many of the propositions concerned diverse attributes of various shops, it would be necessary to be able to talk about the attributes of shop environments and to compare the behavior and attitudes of men with similar personal background features who were in widely differing social environments, for example, large versus small shops. In so planning I think that we were the first to design a sample survey seeking data on structures as well as individuals.

After the survey data came in, Trow and I were joined in the enterprise by James S. Coleman, then a graduate student in sociology at Columbia (he was then a professor at the University of Chicago, who was to write a dissertation based on data from the study). Perhaps the most surprising and rewarding aspect of the survey analysis was finding the extent to which large and consistent differences appeared, even though our basic sample only included 434 men. It suggested that, when social factors are really strong as causal agents and one controls for the social factors by dealing with a homogeneous group, the level of prediction can be quite high—much higher than has usually been obtained in studies of voting in a community or in the nation as a whole.

The survey demonstrated that the behavior of individuals could be related to the characteristics of groups and even of their formal leaders. By specifying the social environment of the unit, it was possible to show how individuals with comparable personal traits behaved differently in varying environments. The study has had considerable influence in organizational, occupational, and political sociology, as is evidenced by its citation record. While the three of us did not continue to work on the internal politics of trade unions, we have continued to develop hypotheses that subjects bear on the democratization of society. Another book of mine that was selected as a Citation Classic, Political Man, deals with the conditions of the democratic order. Most recently, I have been involved in a collaborative comparative analysis of the conditions for democracy in Third World countries.