

AN ABSTRACT OF THE THESIS OF

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Title: The Influence of Community Service Volunteer Work on  
Perceptions of Job Satisfaction and Organizational  
Commitment Among Oregon Employees of Pacific Northwest Bell.

Abstract approved: Signature redacted for privacy.

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Corporate employee volunteer programs are redefining "corporate social responsibility." Community benefits derived from these programs are well documented. However, there is limited research on what internal impact such programs have on the sponsoring corporations.

Kast and Rosenzweig (1978) define "organizational performance" as "effectiveness," "efficiency" and "participant satisfaction." The study focused on the latter of these components. "Job satisfaction" and "organizational commitment" were the dependent variables because of their relationship to "participant satisfaction."

The study's purpose was to determine if a relationship existed between community service volunteer work and perceptions of job satisfaction and organizational commitment among Oregon employees of Pacific Northwest Bell (PNB).

A random sample of 1,000 Oregon PNB employees received a mail survey with 64.6% of the surveys returned. Respondents were placed

into groups according to their volunteer activity: PNB sponsored/non-PNB sponsored, PNB only, non-PNB only and none.

A statistically significant relationship was found to exist between community service activity and the two dependent variables. The two groups highest in the dependent variables were involved in PNB sponsored activity. Both null hypotheses failed to be retained. There were significant main effects for both dependent variables by marital status, sex, years with PNB and age.

Selected conclusions from the study were:

1. Employees involved in volunteer activity and in particular, corporate sponsored activity, appear to interact positively with the dependent variables.
2. It appears there is a relationship between community service involvement and employee perceptions that the employer encourages participation.
3. Single PNB employees, as a group, are subject to higher rates of turnover than married, divorced or widowed employees.

Selected recommendations for further research included:

1. Determine if a causal relationship exists between community service volunteer work and the dependent variables.
2. Examine more closely employee perceptions of employer attitudes towards volunteer work.
3. Replicate this study in a manufacturing corporation. Compare PNB employee community service involvement with employees of a corporation that produces goods rather than providing service.

The Influence of Community Service Volunteer Work on  
Perceptions of Job Satisfaction and  
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by

Sarah J. Stebbins

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# DEDICATION

To my Grandmother who always believed in me even when  
I did not.....

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THE INFLUENCE OF COMMUNITY SERVICE VOLUNTEER WORK ON PERCEPTIONS OF  
JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AMONG OREGON  
EMPLOYEES OF PACIFIC NORTHWEST BELL

CHAPTER I

INTRODUCTION

"Today's corporations must develop practical means of giving human needs the same status as profit and production. In the long run, this new task of the corporation will be in the best interest since it cannot prosper as fully or as long in a society frustrated by social ills and upheaval."

Walter A. Haas, Jr.  
Chairman of the Board  
Levi-Strauss Corporation (1979)

This remark represents a trend within the corporate community towards increased social awareness and community action. Historically, a corporation's community involvement has been defined by its financial contributions to community causes (Davis, Frederick & Blanstrom, 1980). Although Holmes (1978) found this form of philanthropy a continuing top priority among corporations, the literature suggests the philanthropic concept is changing. An increasing number of businesses and corporations pursue community involvement through voluntary human service (Schindler-Rainman & Lippitt, 1977). Long recognized as a uniquely American institution and a positive form of social activism (de Tocqueville, 1862), volunteerism is gaining acceptance by the corporate sector as a viable means of meeting community needs (Hines, 1973; Quartly, 1973; Business Week, 1976; Tuthill, 1980). The positive impact corporate volunteer programs have on communities can be readily observed (Human Resources Network, 1975).

There is, however, limited literature on what internal impact, if

any, such programs have on corporations. The motivation for doing this study was prompted by the lack of information in this area.

### Background

Bolstered by governmental directives to reduce public spending for social service programs and to increase the corporate sector's participation in the community (Lawrence, 1982; Lewis, 1983), corporate/community involvement or "corporate social responsibility" is depicted by the literature as controversial. The controversies in discussing this concept evolve from the lack of a precise definition and disagreement over what is the optimum level of corporate involvement in alleviating social concerns (Ackerman & Bauer, 1976; Luthans, Hodgetts & Thompson, 1980). While the literature accurately describes the dichotomous nature of these controversies (Clark, 1982; Davis, 1973; Friedman, 1962, 1970), it suggests that the nation's current economic situation, coupled with the corporate community's tarnished social image, has forced a resolution of these issues. This resolution results in increased corporate participation in community activities (Committee for Economic Development, 1971; Hines, 1973; Koch, 1979; Nolan & Nolan, 1986; Teltsch, 1981).

The extent of corporate/community interaction depends upon corporate understanding of its relationship with the community. This relationship is addressed in the opening quotation and is further defined by Linowes (1974), Karson (1980), and Lawrence (1982) as being an interdependent one: Community provides labor for industry to produce the goods and services the community purchases. They claim

one cannot survive without the other. On the other hand, corporate community service that benefits a community but jeopardizes a corporation's ability to produce goods and services will negatively influence this balance.

The issue of corporate/community relationships is raised when one considers the growth of corporate employee volunteer programs. According to Allen (1986), "Over the past ten years, corporations have become one of the primary sources of volunteers for nonprofit organizations" (p. 2). In addition, he states that this corporate volunteer movement has redefined corporate community relations and has become "one of the most significant developments in the voluntary sector" (p. 2).

This significant growth suggests that mutual corporate/community needs are being met. However, leaders from both the corporate and nonprofit sectors who pioneered corporate employee volunteer programs have expressed the need for increased research to "measure and articulate the success of employee volunteer activities" (Keller, 1981, p. 28). In particular, they have called for independent studies that would measure attitudes of employees, management and the community. They have concluded that conducting such research would result in an increasing corporate awareness to community problems, as well as an understanding of how corporate employee volunteer programs can help to alleviate those problems and how such activity can enhance the achievement of corporate long-range goals. An analysis of employee attitudes towards volunteer activity and paid work may address this last concern. As a result, this study was designed to

investigate corporate volunteerism from a corporate perspective.

### Statement of Problem

#### Introduction

This study examined corporate benefits derived from sponsoring a corporate employee volunteer program. It utilized for its theoretical framework "organizational performance" with attention focused on two related variables: job satisfaction and organizational commitment of employees.

#### Statement of Problem

The central question of this study was as follows: What relationship, if any, existed between community service volunteer work and perceptions of job satisfaction and organizational commitment among Oregon employees of Pacific Northwest Bell?

#### Study Objectives

The major objectives of this study were as follows:

1. Review the existing literature pertaining to volunteerism, corporate volunteerism, organizational performance, job satisfaction, and organizational commitment.
2. Specify a methodology, including research instrumentation, which would identify what relationship existed between participation in a corporate employee volunteer program and employee perceptions of job satisfaction and organizational commitment.

3. Apply this research instrumentation to employees of a selected Oregon corporation that has a corporate volunteer program.
4. Determine if there was a relationship between employee job satisfaction, organizational commitment, and community service volunteer work.
5. Utilize findings as a basis for recommending or not recommending continued corporate support for an existing corporate employee volunteer program.

#### Rationale

The rationale for this study was defined from two perspectives: "organizational performance" and significance of the study to the selected corporation: Pacific Northwest Bell.

The term "organizational performance," is recognized as being important although it is controversial and difficult to define (Child, 1974; Ghorpade, 1971; Steers, 1976). Kast and Rosenzweig (1979) define organizational performance from three dimensions, those of effectiveness, efficiency and participant satisfaction. This study focused on participant satisfaction with special emphasis placed on two related variables, job satisfaction and organizational commitment.

The literature suggests that demonstrated proficiency in the three dimensions cited by Kast and Rosenzweig (1979) is synonymous with organizational performance (Argyris, 1964; Blake & Mouton, 1964; Friedlander & Pickle, 1968; Kast & Rosenzweig, 1979; McGregor, 1960; Schein, 1980).

Considering the importance of each of these dimensions, corporate interest in organizational performance becomes apparent. It is suggested that proficiency in these areas should contribute to a healthy interdependence between the corporation and community.

Job satisfaction and organizational commitment were selected as the dependent variables for this study because of their recognized importance to organizational performance (Campbell, 1976; Mowday, Steers & Porter, 1979; Lawler, 1970) and, in particular, to the third element of the Kast and Rosenzweig model, participant satisfaction.

The investigator believed that if there was either a significant positive relationship or no relationship between involvement in the corporate volunteer program and these two variables, the program should continue to receive the same or increased support from the corporation.

Pacific Northwest Bell (PNB) was selected for this study for three important reasons. First, PNB has had its employee community service volunteer program in place for over thirty years and, thus, has a history of serving the community in this way. Second, all employees, regardless of rank and tenure, may participate in some aspect of the program. Third, PNB recognized the value of the study and provided both in-kind services and direct financial support.

From a practical perspective, PNB considered this study to be a timely one. Because of its divestiture with At&T, PNB was forced to reassess its public image and create a new corporate identity. The community service program has played a vital role in presenting that image to the community-at-large. In the period of corporate reor-

ganization, it was believed that an external analysis of the program would reinforce its importance to PNB and would provide data of benefit to both the program and the corporation as a whole.

### Definition of Terms

For clarity, terms used frequently in this study are defined as follows:

Volunteer: An individual who performs community service for no direct financial remuneration.

Corporate Social Responsibility: ".... the commitment of the corporation conscious of its interdependence with the community to use its available resources in such a manner that they will impact positively on society" (Karson, 1980, p. 28).

Organizational Performance: A composite of effectiveness, efficiency, and participant satisfaction (Kast & Rosenzweig, 1979).

Participant Satisfaction: The personal satisfaction with an organization that results in continued membership with that organization (Kast & Rosenzweig, 1979).

Internal Benefits: Participant satisfaction (Kast & Rosenzweig, 1979) that is not negatively related to employee volunteer activity.

Job Satisfaction: "An individual's affective reactions toward his job. It is based largely on the individual's personal subjective evaluation of the job" (Suttle, 1977, p. 9).

Organizational Commitment: "The relative strength of an individual's identification with an involvement in a particular organization" (Porter, Steers, Mowday, & Boulian, 1974, p. 604).



Pioneers: A PNB community service program available to any employee who has worked 15 or more years with the company.

Future Pioneers: A PNB community service program available to any employee who has worked less than 15 years with the company.

Community Relations Team: A PNB community service program available only to management employees regardless of how long they have been with the company.

#### Study Limitations

1. Organizational performance was limited to one phase of Kast's definition: participant satisfaction.
2. Analysis of participant satisfaction was limited to job satisfaction and organizational commitment.
3. The study sample should not be considered representative of the national population of all employees who participate in corporate-sponsored employee community service programs. Specifically, this study was limited to Oregon employees of Pacific Northwest Bell.
4. This study was limited to a corporation that sells a service rather than a manufactured product.
5. Data were collected prior to a pending strike against PNB. Although the strike was averted, the organizational climate surrounding this event may have influenced some participants' responses.
6. The study design was cross-sectional; therefore, relationships rather than causality could be identified.

### Summary

Corporate employee volunteer programs add a new dimension to the concept of "corporate social responsibility" and are viewed as beneficial to the communities they serve. There is, however, limited research on whether or not such programs internally benefit the sponsoring corporations.

Individuals and corporations who pioneered corporate volunteer programs applaud their rapid growth but have called for increased research to verify the success of such programs and thereby enhance the integrity of the corporate volunteer movement. This study was done in response to the concerns expressed by these individuals/organizations and was conducted from a corporate perspective.

Kast and Rosenzweig's (1979) three dimensional definition of organizational performance provided the theoretical framework for the study with one element, participant satisfaction, becoming its focal point. Job satisfaction and organizational commitment were chosen as the dependent variables because of their recognized relationship to organizational performance in general, and participant satisfaction, in particular.

## CHAPTER II

### REVIEW OF THE LITERATURE

#### Introduction

The purpose of this chapter is to provide literature support for the research question: What, if any, internal benefits does a corporation derive from sponsoring an employee volunteer program? Part I presents a discussion of corporate social responsibility and its relationship to corporate volunteerism and the history of the volunteer movement, with particular emphasis on corporate volunteerism. Part II presents a discussion of the research related to corporate volunteerism. Part III presents a discussion of organizational performance as it relates to job satisfaction and organizational commitment.

#### Part I: Corporate Social Responsibility and Corporate Volunteerism

##### The Relationship

Corporate/community involvement or corporate social responsibility is a controversial issue that has played an integral role in the development of corporate volunteer programs.

Among its most strident critics, Friedman (1962, 1970) argues that a corporation regarded as socially responsible makes a profit, conserves resources, and pursues its business within the constraints of the law. Any further involvement with the community "may hurt the

various constituents of the organization" (Friedman, 1962, p. 133). Clark (1982) lends support to this argument by claiming that corporate involvement in community affairs is not fair to the stockholders. In addition, he states "Most corporations are ill-equipped to do an especially wise job in this area and they know it" (p. 5). Concurring with Friedman that the primary function of a company is to make a profit, Den Uyl (1984) believes that individuals wanting business to become more socially involved are directed by causes rather than by economic principle.

It would appear that the current corporate climate depicted by "rapidly changing economic conditions, increased foreign competition, deregulation, threats of hostile takeovers, . . . obsolescence of manufacturing facilities, renegotiation of labor contracts and technological change" (Allen, 1986, p. 2), enhances the positions taken by Friedman, Clark and Den Uyl. However, the literature clearly refutes these arguments by citing changes in corporate attitudes: The health of the community is as important as profits, business economic survival depends on the community, increased corporate/community involvement results in improved goods and services, and applying corporate resources to community needs improves the corporate image (Ackerman, 1976; Committee for Economic Development, 1971; Farmer & Jogue, 1973; Koch, 1979; Schindler-Rainman & Lippitt, 1977).

This suggests that the corporate community has gone beyond recognizing corporate social responsibility as a concept with participation as an option. It is perceived as a necessity for economic survival (Davis, 1973; Filer, 1982; Haas, 1982; Hines, 1973; Law-

rence, 1982; Mintzberg, 1983; Nolan & Nolan, 1986; Swartz, 1982).

The dramatic growth in corporate employee volunteer programs illustrates the corporate community's response to corporate social responsibility. Citing a 1985 national survey, Allen (1986) reports "over 600 major corporations sponsored structured activities to involve their workers in community service volunteer activities" (p. 1). This translates into 300,000 employees providing 50 million hours of community service worth \$400 million annually (Allen, 1986).

Corporate volunteer service is provided to the social service nonprofit sector through diverse and well organized delivery systems: loaned executives for fund raising campaigns or management assistance programs, paid social service leaves of absence for corporate employees, employee group projects, talent banks, clearinghouses, and retired employee volunteer programs (Beattie, 1985; Tuthill, 1982; Vizza, Allen & Keller, 1986).

While it is clear that reassessing corporate social responsibility has contributed to the growth of corporate employee volunteer programs, it is suggested that the spirit of volunteering which "is so pervasive. . . that it can be observed daily in just about every aspect of life" (Ellis & Noyes, 1978, p. 2), has also contributed to this growth. In conclusion, corporate social responsibility is viewed as a controversial issue with two dichotomous positions cited in the literature. One position claims being "socially responsible" means making a profit and the other believes community involvement is necessary for economic survival. The dramatic growth in corporate employee programs suggests support for the latter position.

### Historical Analysis

Though corporate volunteerism could be regarded as a phenomenon within itself, the literature indicates that it is part of a larger volunteer movement and it describes volunteerism's current status.

Allen (1980) estimates that one out of four people over the age of 14 or approximately 37 million people are involved in some form of community activity. Gardener (1983), refuting the exclusiveness of the American volunteer movement, states, however, that the "diversity and strength of the voluntary sector is uniquely American" (p. ix). Relating volunteer activity to dollars, the Independent Sector (1986) states, "In 1985, 48% of all adults and 52% of teenagers volunteered. The dollar value of the contributed time of adults was estimated at \$100 billion" (p. 7).

This indicates that volunteerism is an active institution that has evolved over time. The following analysis supports this perception. The literature suggests that "volunteering" and "democracy" are inextricably entwined. The early writings of Alexis de Tocqueville (1862), noted French historian and early observer of American life, describe the relationship between the American volunteer movement and democracy. He believed that active citizen participation or volunteering was a necessary consequence of democracy. His writings vigorously support this relationship and the need for it, claiming that if people do not learn how to support each other "their independence would be in great jeopardy" (p. 54).

The literature supports de Tocqueville's thesis of a volunteerism/democracy relationship but questions whether democracy

preceded volunteerism as he suggested or whether volunteerism preceded democracy. Advocating the latter position, Boorstin (1969) argues that voluntary activity defined as communities "existed before governments were here to care for public needs" (p. 46). He sustains his argument by citing the founding of Chicago, Cincinnati, Kansas City, Omaha, and Denver. According to Boorstin, these cities had "become flourishing communities before they had established elaborate governments" (p. 47).

In addition, Boorstin's theory suggests volunteer action is necessary for maintaining the democratic process. White and Lippitt (1960), writing in Autocracy and Democracy, conclude that a unique and required characteristic of democracy is active citizen participation. They claim democracy "calls for cooperative action. . . everyone should have a chance to develop but also contribute according to his ability" (p. 3).

An efficient democracy, however, requires both internal and external volunteer support. There are those who believe democracy's greatest strength is found in voluntary action outside the political structure. George Romney, as Secretary of Housing and Urban Development, recognized voluntary citizen action was as crucial to the nation as governmental action (Cornuelle & Finch, 1968). This idea is effectively summarized by Schindler-Rainman and Lippitt (1977) who state "our first criterion of democracy, which was widespread involvement and participation in the affairs of society is a statement of self-initiated, self-motivated volunteerism" (p. 15).

From this discussion, it becomes apparent that volunteer activity

has two important characteristics that are deeply rooted in this nation's history. First, voluntary action was and still is based upon common human cause. Smith (1973) asserts that great changes in the human condition were the result of volunteer action and cites the Revolution and the abolition of slavery as two important examples. Second, the relationship between volunteerism and democracy is more complex than de Tocqueville realized. The literature indicates democracy evolved out of volunteerism and therefore the health of a democratic system is contingent upon internal and external volunteer support. Understanding these two characteristics is important when discussing the historical chronology of the volunteer movement.

O'Connell (1976) cites four major eras in the evolution of the volunteer movement. He identifies the first era as the "period of colonization" (p. xvii). During this time, settlers were forced to cooperate for survival. This behavior was strongly promoted by the church and later became the foundation for organized government. Ellis and Noyes (1978) note this early act of cooperative volunteering became more sophisticated as basic survival became less of an issue.

The Civil War through the Depression marks the second era. O'Connell notes that rapidly shifting social patterns and the "progressive movement," which redefined democracy's social function, created the climate in which structured volunteer organizations developed and expanded. Labeled the "charity organization movement," this action continues to play an increasingly important role in meeting this country's humanitarian needs (Boorstin, 1965; Curti, 1958; Grantham, 1971; Hofstadter, 1963). Among the organizations



established during this time were the Red Cross, YMCA, American Cancer Society, Boy/Girl Scouts, Goodwill Industries, and Community Chest (O'Connell, 1976).

O'Connell's third era is identified with the establishment of the March of Dimes in 1938. He points out that prior to its formation, volunteer participation, and philanthropy was dominated by the upper class; however, the March of Dimes involved all socio-economic classes. "Volunteer service, which had largely been the province of the upper classes was open to Middle America. Philanthropy, which had previously been the role of the wealthy, gave way to the nickel and dime collections and payroll deductions which are now the cornerstones of American giving" (p. xix). He claims this resulted in an unprecedented growth in the number of volunteer organizations. This growth began after World War II and continued into the 1960s.

Identifying the fourth era as beginning in the 1960s, O'Connell claims it continues to flourish today. Characterized by a resurgence of "participatory democracy," this era has and continues to emphasize that individual action can effect change. Boyte (1980) identifies this as a "vision of direct democracy (resulting in) a rekindled faith in the citizenry itself, a conviction that, given the means and information, people can make decisions about the course of their lives. . . the building blocks for a revitalized ethos of citizenship are to be found in the voluntary structures of all kinds" (p. 7). He cites the civil rights, anti-war and ecological movements as examples.

The precise origin of corporate volunteerism is difficult to ascertain. However, it is suggested that the sense of stewardship

developed by individuals early in this country's history which, O'Connell alludes to in his chronology, was the antecedent to today's organized corporate employee volunteer activity. Defining the initial stages of this stewardship philosophy, Allen (1986) writes, "The dual identity of business leaders as community leaders is an important characteristic of our national life dating back to the early days of the nation" (p. 3). If Boorstin's (1969) idea that organized communities preceded governments is accepted, it is easy to understand how business became involved in community affairs. According to Boorstin, there was "the voluntary, competitive spirit. American businessmen were eager and ingenious at finding ways for federal, state or local government to serve their enterprises . . . . Starting from the fact of community, they could not help seeing all agencies of government as additional forms through which specific community purposes could be served" (p. 52). It was from this belief in and concern for the community that the concept of philanthropy evolved. Philanthropy was viewed as a means of solving problems for the good of the community rather than alleviating an immediate individual concern. Benjamin Franklin was primarily responsible for promoting this concept as Boorstin (1969) notes. "For Franklin, doing good was not a private act between bountiful giver and grateful receiver; it was a prudent social act. A wise act of philanthropy would sooner or later benefit the giver along with all other members of the community" (p. 55). Boorstin points out that this belief resulted in Franklin's establishing a library, police force, fire department, and the Academy for the Education of Youth which later became the University of Pennsylvania.

Franklin's perception of philanthropy was practiced widely and the philanthropic activities of early business leaders are documented (Marts, 1973). There is little literature describing the formal organizational history of corporate volunteer programs. However, it is suggested that this early perception of philanthropy provided the foundation for the current trend in corporate volunteer programs.

If one considers the nature of the American volunteer experience as defined by de Tocqueville (1862) and Boorstin (1969), understands O'Connell's (1976) historical analysis of the volunteer movement, and accepts Boorstin's (1969) concepts of "community" and "philanthropy," the conclusion is drawn that corporate volunteerism is a relatively new phenomenon evolving out of a volunteer tradition and a sense of community stewardship. It could be argued that such programs developed in response to society's "mistrust of large institutions" that was so prevalent in the 1970's (Boyte, 1980, p. 7). However, with "corporate social responsibility" redefined (Davis, 1973; Filer, 1982; Hines, 1973; Lawrence, 1982; Mintzberg, 1983; Nolan & Nolan, 1986; Swartz, 1982) and corporate/community interdependence understood, corporations are actively practicing community stewardship through organized employee volunteer programs.

In summary, it could be said that volunteer activity is an integral part of this country's national character because of its relationship to democracy. The literature recognizes this close relationship and raises the issue of which evolved first: democracy or volunteerism. Current thought supports the idea that volunteerism preceded democracy. The volunteer movement progressed through four

distinct eras in its development, with each one contributing significantly to its present status.

Though the evolution of corporate volunteerism is difficult to determine, it appears to be rooted in the early philanthropic activities as defined and practiced by Franklin. It is suggested that this initial volunteer/philanthropic spirit or community stewardship, coupled with current demands for corporate social responsibility has resulted in the modern corporate volunteerism phenomenon.

## Part II: Corporate Volunteerism: Related Research

The research studying volunteerism has been conducted primarily from a sociological perspective: relationship between volunteer organizations and their immediate environment, the role of volunteer organizations within the social power structure, relationship between membership in a voluntary organization and other variables, such as class, residence, race, and religion, and the nature of voluntary organizations themselves (Smith & Freedman, 1972). However, few of these studies deal directly with corporate volunteerism. In his discussion of why research in the voluntary sector has been limited, Smith (1974) cites a readiness on the part of corporate volunteerism for significant research. The growth in corporate volunteer programs has spawned an interest in identifying the potential benefits these programs could have for both corporations and the employees (Roberts, 1978).

Early investigations of corporate involvement in volunteer activity focused on businessmen participating in volunteer leadership posi-

tions and on company policy related to such activity (Watson, 1963; Yankelovich, 1970). In his 1971 study of business executives in volunteer leadership positions, Fenn found that the participants were active in two or more organizations, served for an extended period of time, believed that business participation in the nonprofit sector was increasing and that it was necessary for business to become involved in voluntary activity. In addition, he found that stated corporate policy about volunteer activity prompted participation in more than one organization because the policy tied participation to promotion.

Morton (1980) examined the relationship between participation in volunteer activity and job performance. His study consisted of 156 first-line and middle management supervisors from five different organizations: a financial institution, a unit of a major university, a public utility, a durable goods manufacturer and a multinational food processor. Using a survey instrument, he investigated whether the respondents viewed their employers as encouraging volunteer activity, the personality trait differences that existed between volunteers and nonvolunteers, and whether job performance evaluations were influenced by participation in volunteer activity. He concluded that employees were more apt to volunteer if they perceived their employer as being supportive of such activity. Volunteer activity was not a predictor of job performance; however, certain personality traits were found among both those employees receiving "superior" job performance ratings and volunteers. He recommended that because volunteers "tend to have similar personality traits as the highest rated employees, industry may want to employ such persons" (Morton,

1980, p. 165).

Studying the differences between employees and volunteers who do similar work, Pearce (1983) found "differences in motivation and job attitudes between volunteers and employees" (p. 646). Her study compared eight organizations that differed only in their management systems. Half of the newspapers, poverty relief agencies, family planning clinics, and fire departments were managed by paid staffs and the other half were managed by volunteer staffs. An analysis of motivation and job attitudes revealed the volunteers had greater social and service motivation and job satisfaction than did the paid employees. In addition, the volunteers were more likely to remain at their positions and felt their activities were more praiseworthy than their paid counterparts.

In total, these studies have contributed significantly to an understanding of volunteer organization and the personal significance of the volunteer experience. There is, however, a continued need to address corporate volunteerism from a corporate perspective. In this analysis of employee attitudes towards paid work and volunteer work, this study responded to the corporate interest reported by Roberts (1978) and the needs discussed by Keller (1981) in her report of the 1981 symposium on corporate volunteerism.

### Part III: Organizational Performance

The concept of organizational performance provides the theoretical framework for the question: What internal benefits, if any, does a corporation derive from sponsoring a corporate employee volunteer

program? The literature often equates organizational performance with effectiveness (Price, 1976), and while the importance of the concept is understood, there is no consensus on its definition (Child, 1974; Ghorpade, 1971; Steers, 1976).

The lack of definition does not minimize the recognized significance of organizational performance to an organization. Survival and growth of an organization depends upon its ability to meet the mutual needs and expectations of employees, organization and society (Argyris, 1964; Blake & Mouton, 1964; Friedlander & Pickle, 1968; Kast & Rosenzweig, 1979; McGregor, 1960; Schein, 1980).

The inherent difficulties in defining organizational performance are compounded by the lack of standardized performance criteria. In his analysis of the literature addressing measures of effectiveness, Campbell (1976) identified 30 criteria commonly used in assessing organizational performance. This emphasizes the complexity of the concept and suggests that it be defined from diverse perspectives (Connor, 1980; Dubin, 1976; Steers, 1976).

Because of this dilemma, the three dimensional definition of organizational performance developed by Kast and Rosenzweig (1979) was used for this study. This definition is a composite of the organizational performance theories and criteria cited in the literature (Beckhard, 1969; Campbell, 1976; Connor, 1980; Evan, 1976; Steers, 1976, 1975). Specifically, according to Kast and Rosenzweig (1979), the three dimensions of organizational performance are as follows:

- Effectiveness: accomplishment of explicit or implicit goals
- Efficiency: the ratio of output to input, or benefit to cost

- Participant Satisfaction: "people have to be satisfied long enough to continue their membership" (p. 21).

When discussing participant satisfaction, the supposition is made that if individuals are not satisfied with their work and affiliation with an organization, they will eventually leave it. Terminating this relationship would thus influence organizational performance. One way to measure participant satisfaction is to assess perceptions of job satisfaction and organizational commitment.

The literature related to job satisfaction and organizational commitment reveals considerable discussion about their potential interrelatedness. Locke (1976) claims that early research linked job satisfaction to turnover. Brayfield and Crockett (1955) studied job satisfaction as a predictor of turnover and concluded that the greater the satisfaction level, the more likely it is that one will stay with an organization.

While Porter and Steers (1973) reported job satisfaction to be inversely related to turnover, more recent studies cite organizational commitment as a better predictor of turnover. It is thought that organizational commitment "may represent a related but more global evaluative linkage between the employee and the organization that includes job satisfaction among its components. . .under certain circumstances, measures of organizational commitment may be more effective predictors of turnover than job satisfaction" (Porter et. al. 1974, p. 604). Because organizational commitment is "global" in its perspective, perceptions of commitment to an organization take time to develop. This results in a more stable and enduring level of



commitment. Job satisfaction, however, is viewed as a more immediate affective response to the work environment thus making it more transitory and unstable as a predictor of turnover (Mowday, Steers & Porter, 1979; Porter et. al., 1974).

Organizational commitment and job satisfaction are thus recognized as being related although the strength and precise nature of the relationship is not clear. In addition, organizational commitment is viewed as a better predictor of turnover than job satisfaction (Brief & Aldag, 1980; Farrell & Rusbult, 1981; Porter, Crampon & Smith, 1976; Shoemaker, Snizek, & Bryant 1977).

Job Satisfaction is regarded as a vital organizational issue. Locke (1976) clearly demonstrates this by claiming the topic has been the subject of over 3,000 studies and articles since 1958 (p. 1297). It could be assumed that such extensive study has culminated in a concise definition; however, Wanous and Lawler (1972) point out "There is a serious lack of good theory about the very meaning of job satisfaction" (p. 102). It is suggested that the intense personal nature of the concept contributes to the lack of a common definition. The following literature review supports this thesis.

Viewed as a strong personal emotional response to a work situation, job satisfaction is based "largely on the individual's personal, subjective evaluation of the job" (Suttle, 1977, p. 9). Job satisfaction therefore, may not be consistent for all situations. Rather, job satisfaction may involve other factors like age and length of company service and job type (Gruneberg, 1979; Kahn, 1981; Locke, 1976; Porter and Steers, 1973).

The influence of job satisfaction on an individual transcends the job itself. Locke (1976) points out that job satisfaction can affect worker attitude "toward life, his family and himself. It can affect his physical health and possibly how long he lives. It may be related [indirectly] to mental health and adjustment. . .It may affect other types of on-the-job behavior" (p. 1334).

The effect of job satisfaction on an organization is apparent. Job satisfaction impacts organizational performance because it is cited as an indicator of employee motivation to come to work and because termination decisions are related to job satisfaction levels. Increased levels of satisfaction can improve organizational performance because there will be less absenteeism, lower turnover and less tardiness. Job satisfaction is related to an organization's economic efficiency (Hulin, 1968; Lawler, 1970, 1974; Martin & O'Laughlin, 1984; Smith, 1967).

Organizational Commitment shares a common characteristic with job satisfaction: difficulty of definition. Buchanan (1974) notes "there is little consensus concerning the definition of the concept or its measurement" (p. 533). He then provides a summary of recognized definition elements including employee desire to act on behalf of an organization, stay with an organization, actively pursue organizational goals, and demonstrate organizational loyalty.

Through their review of the organizational commitment literature, Bateman and Strasser (1984) stress the continued importance of the concept because of its recognized relationship to a variety of organizational factors including employee behaviors, attitudes, employee

role and personal characteristics. The authors claim that "This range of relationships, coupled with the belief that organizational commitment is a relatively stable attitude over time when compared to job satisfaction suggests the importance of pursuing a thorough understanding of . . . this major construct" (p. 96).

Organizational commitment is comprised of elements including group attitudes towards an organization and perceptions of organizational dependability, personal importance to the organization and expectation fulfillment (Steers, 1977). It is argued that because these complex elements require time to develop, individual perceptions of commitment will also evolve over time. This will result in a more stable and enduring level of commitment (Farrell & Rusbult, 1981; Mowday, Steers & Porter, 1979; Porter et al., 1974; Steers, 1977).

The literature notes that in the same way organizational commitment is a predictor of turnover (Porter et al., 1974; Steers, 1977), specific personal characteristics have been found to be predictors of organizational commitment. These characteristics include: age, length of service with the company, education, and marital status. It appears that organizational commitment is an intricate composite and interaction of personal and organizational characteristics and behaviors (Becker, 1960; Buchanan, 1974; Grusky, 1966; Hrebiniak & Al-luto, 1973; Lee, 1971; Mowday et al., 1979; Sheldon, 1971).

Employee commitment is important to an organization. This is recognized throughout the literature in such statements as, "Increased commitment means a more stable work force" (Steers, 1977, p. 54), Commitment "is essential for the survival and effectiveness of large

work organizations" (Buchanan, 1974, p. 533), and Organizational commitment "is an important topic of research in light of the fact that individuals' commitments. . .to the organization appear to be of crucial concern to a vast majority of workers" (Angle & Perry 1981, p. 182).

The concept organizational performance provided the theoretical basis for this study. Kast and Rosenzweig's (1979) three-dimensional definition of organizational performance was used with the research emphasis placed on the third element of the definition, participant satisfaction. It was suggested that negative participant satisfaction could influence organizational performance. It was further suggested that one way of measuring participant satisfaction was through assessing perceptions of job satisfaction and organizational commitment.

A relationship between job satisfaction and organizational commitment exists in the literature; however, its precise nature is unclear. Support was given to organizational commitment's "global" nature and the necessary time to evolve. It was viewed as being more stable over time. Job satisfaction was viewed as an immediate emotional affective response to the work environment, and it was, therefore, considered more transitory and less stable.

While both concepts are difficult to define and clarify, the amount of research conducted in both areas suggests continued recognition of their individual and collective importance to organizational performance.

## CHAPTER III

### METHODOLOGY

#### Introduction

This chapter describes the research methodology used for this study. This section includes the following:

1. Restatement of the study purpose.
2. Study hypothesis.
3. Research design.
4. Corporation, population, and sample descriptions.
5. Instrumentation.
6. Data collection procedures.
7. Data analysis procedures.

#### Restatement of the Study Purpose

The purpose of this study was to determine if perceptions of job satisfaction and organizational commitment among Oregon employees of Pacific Northwest Bell varied significantly by employee community service volunteer group. Job satisfaction and organizational commitment were selected as the dependent variables because of their recognized relationship to an important dimension of a corporation's organizational performance: participant satisfaction (Beckhard, 1969; Campbell, 1976; Connor, 1980; Evan, 1976; Kast & Rosenzweig, 1979; Steers, 1976, 1975). The investigator believed that if there was either a significant positive relationship or no relationship between

involvement in the corporate volunteer program and the two dependent variables, the program should continue to receive the same or increased support from the corporation.

### Study Hypotheses

This study compared four employee groups that were categorized according to volunteer activity:

Group 1 = participation in both PNB and non-PNB related activity;

Group 2 = participation in only PNB related activity;

Group 3 = participation in only non-PNB related activity; and

Group 4 = no participation in either type of activity.

The following hypotheses were tested:

Ho<sup>1</sup>: There is no significant difference between the four employee community service groups with regard to job satisfaction.

Ho<sup>2</sup>: There is no significant difference between the four employee community service groups with regard to organizational commitment.

In addition, the study examined the relationship of the demographic variables to job satisfaction and organizational commitment before and after adjusting for employee groups.

### Research Design

This study was of nonexperimental design and was classified as a "field study." Because it compared perceptions of job satisfaction and organizational commitment among four identified employee groups,

focused on hypothesis testing and did not manipulate the independent variable of volunteer activity, this study matched the "field study" characteristics defined by Kerlinger (1986). In addition, this field study utilized a mailed questionnaire survey procedure developed by Dillman (1978).

### Corporation, Population, and Sample Description

#### The Corporation

Pacific Northwest Bell (PNB) is a telecommunications service provider that is owned and operated by U.S. West Corporation. Geographically, PNB includes Oregon, Washington, and part of Idaho and it is managed by eight major departments: Operations, Finance, External Affairs, Marketing, Comptroller, Personnel, Legal and Support Services.

Because it is a service-based corporation, PNB has a 30-year history of community involvement. Originally, its community relations program was designed to solicit information for the purpose of enhancing its customers' telephone service. While this objective is still considered important, PNB believes an important goal of its community service volunteer program is to assist with alleviating community concerns. PNB recognizes its place within the community and believes that, by serving the community, PNB serves itself as well.

According to the Pacific Northwest Bell Community Relations Brochure:

In order for the company's Community Relations program to work, everyone involved must believe in its effectiveness and usefulness, not only to the community but to the company. The better we operate, the better our customers are served. (p. 3)

This philosophy is practiced through PNB's extensive community service volunteer program which provides all employees an opportunity to participate. PNB's major community service volunteer programs are as follows.

The Telephone Pioneers are open to any PNB employee who has been with the company 15 or more years. Community service projects may be conducted on an individual or group basis. The majority of Telephone Pioneers are retired or close to retirement.

The Future Pioneers are similar in structure to the Telephone Pioneers. This program is open to all PNB employees who have less than 15 years service with the company.

The Community Relations Team (CRT) program restricts participation to management level employees only and involvement is strongly encouraged by the corporation. CRT's consist of management employees from each PNB department operating in a given community. Each team has a great deal of autonomy in making its community service involvement decisions and when a team does provide community service, it represents the corporation.

#### Population and Sample Description

The 5,000 Oregon PNB employees constituted the population for this study and a computerized random sample of 1,000 was generated from PNB's personnel files. A 64.6% response rate was achieved when 646 surveys were returned. Specific survey questions provided demographic characteristics of the sample. These characteristics are presented in Appendix A.



The sample's most distinguishing features include the following:

- Job Type: Nonmanagement employees represented 76% of the sample and management represented 24%.
- Length of Company Service: The majority (53%) had been with the company 16 or more years.
- Level of Education: The majority of the sample (81%) graduated from high school or graduated and had 1-3 years of college. A smaller proportion (12%) finished college.
- Age: 56% of the sample were aged from 36 to 49 with those of 26 to 35 and 50 to 60 representing most of the remaining sample at 21% and 18%, respectively. This statistic suggests that those employees who had been with the company for 16 or more years, were between 36 and 49 years old.
- Marital Status: A majority of the respondents were married with this group representing 74% of the sample. Divorced and single individuals represented the next largest groups at 12% and 11%, respectively.
- Dependents: 52% of the respondents had children, with 43.5% claiming their children were living at home. Twelve percent identified parents as dependents, and 10.2% of those had parents living at home.

#### Instrumentation

The questionnaire for this study contained 95 items which were organized into five categories.

1. Brayfield/Rothe Job Satisfaction Index (1951). This Index

contained 18 items on a five-point Likert-type scale that rendered continuous data. It solicited responses ranging from "Strongly Agree" to "Strongly Disagree." Half of the items were reversed scored with a possible range of scores between 18 and 90.

2. Organizational Commitment Questionnaire (Porter, et al. 1974). This attitude measure contained a 15-item seven-point Likert-type scale that rendered continuous data and solicited responses ranging from "Strongly Disagree" to "Strongly Agree." Six of the items were reversed scored and the responses for each item were summed with means calculated. The potential score range was from one to seven. The supposition was that the higher the score, the higher the level of commitment.
3. Involvement in Community Service Activity. The study sought to identify the type and level of community service activity in which employees were involved. The data derived from the questions in this section were descriptive and were not statistically manipulated.
4. Reasons for Volunteering. PNB was interested in the reasons why their employees participated in community service activity. The questions generated descriptive data that were not statistically manipulated.
5. Demographic Characteristics. The study participants responded to questions that demographically described the sample. In addition, the resulting data were statistically manipu-

lated.

Each of these five data collection instruments and detailed discussion of instrument reliability is further described in the next section.

#### Brayfield/Rothe Index of Job Satisfaction (1951)

The reliability of this instrument has maintained consistency since its development in 1951. At that time Brayfield/Rothe reported a reliability coefficient of 0.87. Subsequent studies demonstrated its consistent reliability and ability to be used with diverse study subjects. Brayfield, Wells and Strate (1957) studied two groups of civil service employees and reported reliability coefficients of 0.78 and 0.90. Stinson and Johnson (1977) reported reliability coefficients of 0.76 and 0.94 when they studied a group of assembly line workers and utility workers. Martin (1979) found a coefficient of 0.88 when a group of corporate employees was studied. Snizek and Little (1984) surveyed federal and state park rangers in a 5-year interval and reported a 0.86 reliability coefficient in 1975 and 0.82 in 1980.

#### Organizational Commitment Questionnaire (Porter et al. 1974)

Porter et al. (1974) reported reliability coefficients over four different studies ranging from 0.86 to 0.93. In their survey of the research using the Organizational Commitment Questionnaire, Cook et al. (1981) reviewed seven studies that reported reliability coefficients ranging from 0.82 to 0.93 with a median of 0.90. The

subjects for these studies included police officers, engineers, Naval officers, police employees, computer professionals, and psychiatric technicians. More recently, Bateman and Strasser (1984) studied nursing employees in two separate studies and reported 0.90 and 0.89 reliability coefficients.

#### Instrument Reliability

Cronbach's coefficient alpha was used to test the reliability of the Job Satisfaction Index and Organizational Commitment Questionnaire. This method was used because it is the "most commonly accepted formula for assessing the reliability of a measurement scale with multi-point items" (Peter, 1979, p. 8). In the present study, the Job Satisfaction Index had a coefficient alpha of 0.94 and the Organizational Commitment Questionnaire, 0.83.

#### Involvement in Community Service Activity

The respondents were asked to identify their participation in two broad categories of activities: PNB sponsored and non-PNB sponsored. Additionally, they were asked what the activities were in each category and the length of their involvement. The respondents were also asked if their participation had increased/decreased since joining the company, if PNB should continue its community service program, and what activities the program should include/exclude in the future.

This information was categorical and descriptive in nature. No statistical analysis was conducted on this information; however, it

provided PNB with valuable insights, which would assist with future planning.

### Reasons for Volunteering

In an effort to understand why the respondents participated in volunteer activity, the respondents reacted to eight statements by circling an appropriate response on a five-point Likert-type scale. Potential responses ranged from "Very Unimportant" to "Very Important." If the statements did not reflect the respondents' feelings, they were asked to write in their own statements.

The continuous data derived from this activity was considered descriptive and was not included in the statistical analysis. However, it was anticipated that the data could provide the basis for a future instrument that would measure motivations for volunteering.

### Demographic Characteristics

The sample was described demographically by eight variables: job type, residence, education, marital status, sex, dependents, length of company service, and age. The discreet data generated from these questions were statistically manipulated to determine if significant statistical relationships existed between the demographics, dependent variables and community service activity.

### Data Collection Procedures

This study used, as a guide, the mail survey procedures developed by Dillman (1978). The data collection process with results and

comments is described in the following three steps:

1. Mailed 1,000 questionnaires with cover letters from PNB Portland office. Within nine days of this mailing, 25% were returned.
2. Mailed 1,000 postcards 12 days after first mailing. The postcard thanked those who did return the survey and reminded those who had not yet returned them. By the time the next mailing occurred, a 44% response rate had been achieved.
3. Two weeks following the postcards, mailed a second questionnaire. Because PNB was concerned about confidentiality of the survey, it was not possible to code the questionnaires and retain a master list of those subjects who had not returned them. As a consequence, 1,000 questionnaires were sent to all participants with a cover letter explaining that it was important not to return a second questionnaire. It was determined that there was less than a 1% chance for duplications to occur (Berg, 1986).

Final Response Rate: Within 3 weeks of the final mailing, a 65% response rate had been achieved.

#### Data Analysis Procedures

For statistical analysis purposes, the respondents were placed into four groups defined by the type of community service volunteer activity.

1. Those who participated in BOTH PNB and Non-PNB-community service activity.

2. Those who participated in PNB-activity ONLY.
3. Those who participated in Non-PNB-activity ONLY.
4. Those who DID NOT participate in EITHER type of activity.

The study focused on these main relationships:

1. Relationship of participation in BOTH kinds of activities to organizational commitment and job satisfaction.
2. Relationship of participation in PNB-community service activities to organizational commitment and job satisfaction.
3. Relationship of participation in Non-PNB-community service activities to organizational commitment and job satisfaction.
4. Relationship of no participation in either kind of community service activity to organizational commitment and job satisfaction.
5. Relationship of demographic variables to organizational commitment and job satisfaction.

Means and Standard Deviations for the two dependent variables were reported in tables. Two one-way ANOVA's tested the study hypotheses:

- Ho<sup>1</sup>: There is no significant difference between the four employee community service groups with regard to job satisfaction.
- Ho<sup>2</sup>: There is no significant difference between the four employee community service groups with regard to organizational commitment.

Where the null hypotheses were rejected, an "F-Protected t-Test" was performed to determine where the significant differences existed.

Two-way ANOVA's were used to identify if significant differences existed in the dependent variables by the demographic variables and employee community service groups.

Descriptive statistics were run on the items relating to the respondents' involvement in community service activities and their reasons for volunteering.



## CHAPTER IV

### ANALYSIS AND DISCUSSION OF RESULTS

#### Introduction

In this chapter, the results of the statistical analysis used in this study are presented. The study data are represented in tables and are highlighted in the text.

The purpose of this study was to investigate whether or not a relationship existed between participation in Pacific Northwest Bell's (PNB's) employee community service program and perceptions of job satisfaction and organizational commitment among its Oregon employees. Job satisfaction and organizational commitment were the dependent variables for this study.

For the purpose of this study, community service volunteer work was divided into two broad categories: activity that was sponsored by PNB and that which was not. The respondents were placed into one of four employee groups according to their community service activity:

1. Those who participated in both PNB and non-PNB-community service activities.
2. Those who participated in PNB-community service activity only.
3. Those who participated in non-PNB-community service activity only.
4. Those who did not participate in either form of community service activity.

The data analysis included one- and two-way Analysis of Variance (ANOVA). These multiple comparison procedures were used to determine if differences existed between groups with regard to the two dependent variables. If there were significant differences between groups, additional analysis was conducted to determine where those differences existed. The data analysis focused on these main relationships:

1. Relationship of participation in both PNB and non-PNB community service activities to organizational commitment and job satisfaction.
2. Relationship of participation in PNB-community service activities to organizational commitment and job satisfaction.
3. Relationship of participation in non-PNB-community service activities to organizational commitment and job satisfaction.
4. Relationship of no participation in either kind of community service activity to organizational commitment and job satisfaction.
5. Relationship of the demographic variables to organizational commitment and job satisfaction.
6. Relationship of the demographic variables to community service activities with regard to organizational commitment and job satisfaction.

In addition, data were generated describing employee involvement in community service volunteer activity and employee reasons for volunteering.

The data resulting from this investigation are reported as follows:

1. Employee involvement in community service volunteer activity.
2. Employee reasons for volunteering.
3. Primary Analysis: Results of hypotheses testing.
4. Additional Analysis: Results of Two-Way ANOVA's for the dependent variables by demographics and community service activity.

### Findings: Descriptive Statistics

#### Employee Involvement in Community Service Activity

Employee involvement in community service activity is reported in Appendices B and C. Those employees who participated in both PNB and non-PNB-community service activity were involved an average of 1 to 5 years and were active 3 to 5 hours per month. Employees who participated exclusively in PNB-community service activity were involved an average of 6 months to 2 years and were active 1 to 2 hours per month. The majority of employees who participated exclusively in non-PNB-community service activities were involved either for an extended period (11+ years) or 1 to 5 years. The average number hours per month this employee group committed to these activities was 6 to 20 hours.

For all community service activities, participation was spread across all activity categories with no single category claiming a clear majority. The community service activities were classified as follows:

- PNB-community service activity: Pioneers, for any employee with 15+ years of service; Community Relations Team, for management employees only; Future Pioneers, for any employee with less than 15 years of company service; Community Organization Memberships, PNB-paid memberships in Kiwanis, Rotary, Optimists etc.
- Non-PNB-community service activity: Service, i.e., Kiwanis, Rotary, Altrusa, Masons, Jaycees, Elks, Junior League, and Soroptomists; Issue/Cause, i.e., League of Women Voters, Common Cause, NAACP, Right to Life, and Sierra Club; Youth/Recreation, i.e., Parks and Recreation, Boy Scouts, Big Brothers/Big Sisters, Campfire, and Girl Scouts; Health/Education/Welfare, i.e., Senior Centers, Crisis Intervention, Hospital Auxiliaries, American Cancer Society, and PTA; Religious, i.e., Catholic Youth Organization, Church Committee Work, National Council of Churches, Sunday School Teacher, and Choir; Other: Law enforcement, Fire, and Ambulance.

### Discussion

It is difficult to interpret the data given in these two Appendices. The data do not reflect the potential for duplicated responses, thus, a respondent could have been active in more than one activity simultaneously and this phenomenon would not be depicted in the data. This situation, coupled with the large number (80-90%) of "no responses" in the activity categories, resulted in an incomplete

description of the sample in terms of its community service involvement.

Further refinement of study instrumentation by field testing it with subjects who were representative of the study sample would have been useful. The instrument was field tested with individuals who understood its design and the nature of the research being conducted. As a consequence, the lack of clarity in this section of the instrument went undetected.

#### Employee Reasons for Volunteering

Appendix D depicts the employee reasons for becoming involved in community service activity. The respondents were asked to react to eight statements by circling an appropriate response on a five-point Likert-type scale. Potential responses ranged from "Very Unimportant" to "Very Important." If the statements did not reflect the respondents' feelings, they were asked to write in their own statements. Only the statements given in the survey are reported in Appendix D because it was determined that the few written statements were similar to the given ones. Responses are reported by employee group.

#### Discussion

Approximately half of the sample responded to the questions identifying their reasons for volunteering. Only those employees involved in volunteer activity were asked to respond to the questions, however, respondents included those employees who had not participated in any form of community service activity.

The respondents felt the following statements were either "important" or "very important":

- "My relationship with those I serve is very rewarding" (78%)
- "Through volunteer work, I learn new skills" (71%)
- "I think PNB believes it is important for me to be involved in my community" (62%)
- "I feel it's my duty to do volunteer work" (58%)
- "It's important to me and my family that I do volunteer work" (55%)
- "PNB's public image is improved as a result of my volunteer activity" (45%)
- "My paid work has more additional meaning as a result of my volunteer work" (27%)
- "Volunteering brings me community recognition" (17%)

### Findings: Preliminary Analysis

#### Results of Hypotheses Testing

Analysis of Variance (ANOVA) was the statistical procedure used for hypotheses testing in this study. ANOVA is a "method of identifying, breaking down, and testing for significantly different variances that come from different sources of variation" (Kerlinger, 1986, pg. 135).

The "F-statistic," associated with the ANOVA has a corresponding "P-Value." The "P-value" is the probability of obtaining an "F-statistic" as big or bigger than the calculated one, given that the hypothesis, stated in null form, is true. If the "P-Value" is small,

it is unlikely that a "F-statistic" as large or larger would be obtained by chance if the hypothesis is true (Kerlinger, 1986).

The "F-statistic" demonstrates whether or not statistical differences exist but does not identify where those differences occur. To determine this, a multiple comparisons test was conducted. For this study, the "F-protected T-test" was used because of its precision in detecting significant differences (Berg, 1986).

The four employee groups that were compared were established according to participation in community service volunteer work and are identified as follows:

Group 1 = participation in PNB and non-PNB related activity

Group 2 = participation in PNB sponsored activity only

Group 3 = participation in non-PNB activity only

Group 4 = no participation in either form of activity

Ho<sub>1</sub>: There is no significant difference among the four employee groups with regard to job satisfaction

The results of the one-way ANOVA for job satisfaction scores by the four employee groups are reported in Table 1. This hypothesis was tested at the .05 level of significance. The four employee groups differed significantly with regard to job satisfaction. The null hypothesis failed to be retained.

The "F-protected T-test" revealed that mean job satisfaction scores for Groups 1 & 2, which had participation in PNB activity in common, were not statistically different. Job satisfaction scores also did not differ between Groups 3 & 4. However, Groups 1 & 2 had

statistically higher job satisfaction than Groups 3 & 4. Thus, employees who participated in PNB community service activity had higher job satisfaction than did employees who did not participate.

TABLE 1. RESULTS OF ONE-WAY ANOVA FOR JOB SATISFACTION SCORES BY THE FOUR EMPLOYEE GROUPS

Employee Groups	<u>n</u>	Group* Means	<u>SD</u>	F-Statistic	P-Value
PNB/NON-PNB	107	3.7177	.6776	7.4913	.0001*
PNB Only	51	3.7397	.5235		
NON-PNB Only	125	3.3861	.7714		
NONE	270	3.4222	.7182		

\*Scale Range: 1 (Strongly Disagree) to 5 (Strongly Agree)

\*  $p < .05$

$H_{02}$ : There is no significant difference among the four employee groups with regard to organizational commitment

The results of the one-way ANOVA for organizational commitment scores by the four employee groups are reported in Table 2. This hypothesis was tested at the .05 level of significance. The four employee groups differed significantly with regard to organizational commitment. The null hypothesis failed to be retained.

The "F-protected T-test" revealed that, mean organizational commitment scores for, Groups 1 & 2 were not statistically different. Organizational commitment scores also did not differ between Groups 3 & 4. However, Groups 1 & 2 had statistically higher organizational



commitment than Groups 3 & 4. Thus, employees who participated in PNB community service activity had higher organizational commitment than did employees who did not participate.

### Discussion

There was a statistically significant relationship between community service volunteer work and the two dependent variables. The two employee groups highest in job satisfaction and organizational commitment were both involved in PNB sponsored community service activity.

TABLE 2. RESULTS OF ONE-WAY ANOVA FOR ORGANIZATIONAL COMMITMENT SCORES BY THE FOUR EMPLOYEE GROUPS

Employee Group	<u>n</u>	Group* Means	<u>SD</u>	F-Statistic	P-Value
PNB/NON-PNB	107	5.0142	.7179	7.2710	.0001*
PNB Only	51	5.0312	.7888		
NON-PNB Only	126	4.5878	.8598		
NONE	269	4.6927	.8953		

\*Scale Range: 1 (Strongly Disagree) to 7 (Strongly Agree)

\* $p < .05$

### Findings: Additional Analysis

#### Introduction

Additional analysis sought to explore possible relationships between job satisfaction and organizational commitment, the employee

groups and demographic variables. Two-way ANOVAs were conducted to determine if statistical significance existed in the dependent variables by the demographic variables and the employee groups.

#### Job Satisfaction and Demographics

Results of the two-way ANOVA for job satisfaction scores by demographics and employee group are reported in Table 3 with the means and standard deviations reported in Table 5. In addition to job satisfaction differing significantly by employee group, this variable also differed by marital status, sex, age and years with PNB.

Specifically, widowed (3.66) and married (3.60) had higher job satisfaction than single (3.14) or divorced (3.50) employees. Females (3.66) scored higher in job satisfaction than males (3.51). Employees with 16+ years of service with PNB (3.62) scored higher in job satisfaction than employees who were with the company 1-5 years (3.43), 6-10 years (3.29), or 11-15 years (3.48). Employees aged 61+ years (3.90) scored higher in job satisfaction than employees aged 25 years and below (3.10), 26-35 years (3.29), 36-49 years (3.60) or 50-60 years (3.60).

#### Organizational Commitment and Demographics

Results of the two-way ANOVA for organizational commitment scores by demographics and employee group are reported in Table 4 with the means and standard deviations reported in Table 5. In addition to organizational commitment differing significantly by employee group, this variable also differed by marital status, sex, age and years with

PNB.

TABLE 3. RESULTS OF TWO-WAY ANOVA FOR JOB SATISFACTION SCORES BY CATEGORICAL DEMOGRAPHICS AND EMPLOYEE GROUP

Source	Degrees of Freedom	Mean Squares	F-Statistic	P-Value
Group	3	3.664	7.378	.000 *
<u>Job Type</u>	1	.738	1.487	.223
Group X Job Type	3	.779	1.568	.196
Error	537			
Group	3	3.774	7.395	.000 *
<u>Residence</u>	1	.586	1.148	.284
Group X Residence	3	.266	.521	.668
Error	525			
Group	3	3.375	6.835	.000 *
<u>Education</u>	4	.555	1.123	.345
Group X Education	8	.683	1.384	.201
Error	507			
Group	3	3.523	7.565	.000 *
<u>Marital Status</u>	3	3.975	8.536	.000 *
Group X Marital Status	9	.852	1.830	.060
Error	525			
Group	3	3.414	6.915	.000 *
<u>Sex</u>	1	2.796	5.664	.018 *
Group X Sex	3	.280	.568	.637
Error	524			
Group	3	3.778	7.809	.000 *
<u>Years with PNB</u>	3	3.129	6.468	.000 *
Group X Years with PNB	9	.636	1.314	.226
Error	527			
Group	3	3.814	7.913	.000 *
<u>Age</u>	4	2.463	5.110	.000 *
Group X Age	10	.518	1.074	.380
Error	519			

\*  $p < .05$

As with job satisfaction, widowed (5.03), divorced (4.82) and married (4.81) were higher in organizational commitment than were single (4.40) employees. Similarly, females (5.03) scored higher than males. Employees with 16+ years of service with the company (4.86) and employees aged 61+ (5.10) also scored higher than the other categories within "years with PNB" and "age."

### Discussion

There continued to be significant differences in job satisfaction and organizational commitment by employee group. In addition, there were significant main effects for both job satisfaction and organizational commitment by marital status, sex, years with PNB and age (see Tables 3 and 4).

Specifically, job satisfaction was highest among widowed (3.66) and lowest among single (3.14) and moderate among divorced (3.50) and married (3.60) employees. Though females (3.66) scored higher than males (3.51), caution must be used in the interpretation of this finding because of the small number of responses. Employees with 16+ years with PNB scored highest in job satisfaction (3.62). Job satisfaction was lowest among employees with 6-10 years (3.29) and moderate with 1-5 years (3.43) and 11-15 years (3.48).

TABLE 4. RESULTS OF TWO-WAY ANOVA FOR ORGANIZATIONAL COMMITMENT SCORES BY CATEGORICAL DEMOGRAPHICS AND EMPLOYEE GROUP

Source	Degrees of Freedom	Mean Squares	F-Statistic	P-Value
Group	3	5.265	7.372	.000 *
<u>Job Type</u>	1	2.162	3.027	.082
Group X Job Type	3	.237	.332	.802
Error	537			
Group	3	4.998	6.962	.000 *
<u>Residence</u>	1	.349	.486	.485
Group X Residence	3	.465	.647	.585
Error	525			
Group	3	5.292	7.330	.000 *
<u>Education</u>	4	.938	1.299	.269
Group X Education	8	.902	1.249	.268
Error	507			
Group	3	5.173	7.539	.000 *
<u>Marital Status</u>	3	4.520	6.587	.000 *
Group X Marital Status	9	.508	.740	.672
Error	525			
Group	3	5.574	7.873	.000 *
<u>Sex</u>	1	3.072	4.340	.038 *
Group X Sex	3	.305	.431	.731
Error	524			
Group	3	5.647	8.013	.000 *
<u>Years with PNB</u>	3	2.480	3.519	.015 *
Group X Years with PNB	9	.515	.731	.681
Error	527			
Group	3	5.679	8.096	.000 *
<u>Age</u>	4	2.463	3.511	.008 *
Group X Age	10	.385	.549	.855
Error	519			

\*  $p < .05$

TABLE 5. MEANS AND STANDARD DEVIATIONS FOR JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT SCORES BY CATEGORICAL DEMOGRAPHIC CHARACTERISTICS

Demographic Variable	Job Satisfaction			Organizational Commitment		
	<u>n</u>	Means	(SD)	<u>n</u>	Means	(SD)
<u>Job Type</u>						
Management	141	3.68	(.63)	141	4.96	(.71)
Non-management	487	3.46	(.73)	487	4.70	(.88)
<u>Residence</u>						
Portland Area	309	3.54	(.67)	309	4.78	(.80)
Outside Portland	307	3.50	(.76)	309	4.74	(.89)
<u>Level of Education</u>						
Elementary School	1	3.72	-----	1	4.67	-----
High School	21	3.30	(.68)	21	4.75	(.86)
High School Graduate	227	3.51	(.69)	228	4.85	(.85)
College	284	3.55	(.70)	284	4.71	(.85)
College Graduate	72	3.44	(.81)	72	4.64	(.88)
<u>Marital Status</u>						
Single	67	3.14	(.83)	67	4.40	(.83)
Widowed	17	3.66	(.57)	17	5.03	(.81)
Divorced	80	3.50	(.69)	81	4.82	(.80)
Married	461	3.60	(.68)	461	4.81	(.84)
<u>Sex</u>						
Male	67	3.51	(.83)	67	4.36	(.83)
Female	17	3.66	(.57)	17	5.03	(.81)
<u>Dependents</u>						
<u>Children</u>						
At Home	315	3.51	(.70)	315	4.82	(.84)
Not at Home	66	3.57	(.66)	66	4.76	(.74)
<u>Parents</u>						
At Home	12	3.48	(.62)	12	4.90	(.86)
Not at Home	71	3.54	(.77)	71	4.82	(.85)
<u>Other Relative</u>						
At Home	29	3.27	(.74)	29	4.70	(.99)
Not at Home	41	3.43	(.76)	41	4.71	(.89)
<u>Other</u>						
At Home	28	3.48	(.64)	28	5.04	(.80)
Not at Home	20	3.43	(.83)	20	4.72	(.88)

TABLE 5 (continued)

Demographic Variable	Job Satisfaction			Organizational Commitment		
	<u>n</u>	Mean	(SD)	<u>n</u>	Mean	(SD)
<u>Years with PNB</u>						
1-5 years	13	3.43	(.63)	13	4.23	(.75)
6-10 years	148	3.29	(.78)	149	4.74	(.84)
11-15 years	134	3.48	(.67)	133	4.62	(.87)
16 + years	330	3.62	(.68)	330	4.86	(.85)
<u>Age</u>						
25 years <	9	3.10	(.66)	9	4.40	(.75)
26-35 years	135	3.29	(.76)	135	4.60	(.86)
36-49 years	341	3.60	(.67)	341	4.80	(.82)
50-60 years	120	3.60	(.74)	120	4.90	(.91)
61+ years	14	3.90	(.46)	14	5.10	(.71)

Elementary School = 0-8 years

High School = 1-3 years

High School Graduate = Diploma or equivalent

College = 1-3 years

Other = Friend, God-child

The results for organizational commitment were almost identical with organizational commitment highest among widowed (5.03), lowest among single (4.40) and moderate among divorced (4.82) and married (4.81). Employees with 1-5 years (4.23) scored lowest in organizational commitment and 16+ years (4.86) the highest. Organizational commitment scores for age gradually increased as the age categories increased. Those employees aged 61+ scored highest (5.10) with those 25 years and below, lowest (4.40). The other categories demonstrated this same progressive pattern: 50-60 years (4.90), 36-49 years (4.80), and 26-35 years (4.60).

### Summary

The purpose of this exploratory study was to determine if perceptions of job satisfaction and organizational commitment among Oregon employees of Pacific Northwest Bell (PNB) varied significantly by community service volunteer group. Both one-way and two-way Analysis of Variance (ANOVA) were used to determine statistical significance of these relationships:

- PNB sponsored activity and the dependent variables
- Non-PNB sponsored activity and the dependent variables
- PNB and non-PNB activity and the dependent variables
- The demographic variables and the dependent variables
- The demographic variables and community service volunteer work with regard to the dependent variables.

In addition, data were gathered that described the sample according to type of community service volunteer activity and reasons for volunteering.

The results of the hypothesis testing are reported in Tables 1 and 2. Tested at the .05 level of significance and with P-values < .05, both hypotheses failed to be retained. Statistically significant differences were found in scores of the two dependent variables by community service volunteer work. Additional analysis revealed that employees involved in both PNB and non-PNB activities and those involved in only PNB sponsored activities were statistically higher in both job satisfaction and organizational commitment compared to employees with only non-PNB sponsored community service or no service at all.



Two-way ANOVAs were conducted to determine if differences existed in job satisfaction and organizational commitment by employee group and the demographic variables. These results are reported in Tables 3 and 4.

For both dependent variables, there was statistical significant difference in job satisfaction and organizational commitment by marital status, sex, years with PNB and age. Those demographic variables scoring highest in both job satisfaction and organizational commitment were widowed, and female employees who had been with PNB for 16+ years and who were in the 61+ age category. In both instances, caution must be used when interpreting the results for sex because of the low number of total responses to this particular question. There were no significant interaction effects by the demographic variables and community service volunteer group.

## CHAPTER V

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

#### Summary

The growth of corporate employee volunteer programs is redefining the concept of "corporate social responsibility" and while these programs greatly benefit the communities they serve, there is limited research on how these programs internally impact corporations. Pioneers of the corporate volunteer movement have advocated increased research to bring credibility to the corporate volunteer movement. Analyzing corporate volunteerism from a corporate perspective is an attempt to respond to this request and to contribute to a body of research that is limited in this area.

The central purpose of this study was to determine if perceptions of job satisfaction and organizational commitment among Oregon employees of Pacific Northwest Bell varied significantly by community service volunteer work. An evaluation of the study's objectives and a summary of its major findings are presented in this section.

Objective #1: Review the existing literature pertaining to volunteerism, corporate volunteerism, organizational performance, job satisfaction and organizational commitment.

The literature suggested that corporate volunteerism evolved out of current demands for "corporate social responsibility" and the commitment to community stewardship which is rooted in this nation's

history. The research directly related to volunteerism provided an understanding of volunteer organization and the personal significance of the volunteer experience.

Three studies related to the field of corporate volunteerism. The first investigated business executives in volunteer leadership positions, the second examined the relationship between participation in volunteer activity and job performance, and the third researched differences between employees and volunteers who do similar work. In recognition of limited research in this field, this study sought to examine the impact of corporate sponsored volunteerism from a corporate perspective.

The voluminous literature related to "organizational performance," "job satisfaction" and "organizational commitment," articulates quite clearly the importance of these three concepts to an organization, yet the literature is unable to provide succinct definitions and presents the controversies inherent in describing the dynamics of the concepts. There was substantial support in the literature for utilizing Kast & Rosenzweig's (1979) three dimensional model of "organizational performance" as the theoretical basis for this study. In addition, there was literature support for hypothesizing the relationship between "job satisfaction," "organizational commitment" and "organizational performance."

Objective #2: Specify a methodology including research instrumentation, which will identify what influence participation in a corporate employee volunteer program has upon employee perceptions of job

satisfaction and organizational commitment.

This non-experimental field study was designed to compare perceptions of job satisfaction and organizational commitment among four groups of corporate employees. The employees were placed into one of four groups according to their volunteer activity: participation in both PNB sponsored and non-PNB activity, participation in PNB activity only, participation in non-PNB activity only and no participation in any activity. Two major hypotheses were tested to determine if statistical differences existed among groups. When statistical differences were significant, additional analysis was done to determine where the differences occurred. Job satisfaction and organizational commitment were measured by using existing tested and validated instruments.

In addition, statistical analysis determined if statistical significance existed between job satisfaction, organizational commitment and selected demographic variables when adjusting and not adjusting for community service volunteer work as defined by employee group.

Descriptive statistics were calculated to depict employee involvement in community service activity and to present employee reasons for doing volunteer work.

Objective #3: Apply this research instrumentation to employees of a selected Oregon corporation that has a corporate employee volunteer program.

The population for this study was all Oregon employees of Pacific

Northwest Bell. A random sample of 1000 subjects were surveyed through a modified mail survey procedure (Dillman, 1978) with 646 responding to the mailed questionnaire.

Objective #4: Determine if there is a relationship between employee job satisfaction, organizational commitment and community service volunteer work.

One-way Analysis of Variance [ANOVA] was used to test the study's two major hypotheses:

Ho<sub>1</sub>:                    There is no significant difference between the four employee groups with regard to job satisfaction.

Ho<sub>2</sub>:                    There is no significant difference between the four employee groups with regard to organizational commitment.

The results of the hypothesis testing revealed that significant differences existed among the four employee groups with regard to job satisfaction and organizational commitment with  $p .0001$  for both variables. Further statistical analysis revealed that employees involved both PNB and non-PNB activity (Group 1) and those involved in PNB activity only (Group 2) were statistically higher in job satisfaction and organizational commitment than the other two employee groups. There were no significant differences between Groups 1 and 2. There were no differences between Group 3, employees involved in non-PNB activity only and Group 4, employees not involved in any activity. Because of these results, both null hypotheses failed to be retained.

Two-way ANOVAs were calculated to determine the relationship of the demographics and employee group to the dependent variables. For both dependent variables, differences existed by job type, residence, education, and two categories of dependents: children and parents.

There were four demographic variables that had a high statistical relationship to the dependent variables regardless of whether or not they were adjusted for employee group. Those variables were: marital status, sex, years with PNB, and age.

Objective #5: Utilize findings as a basis for recommending continued corporate support for an existing corporate employee volunteer program.

The results suggest that those employees who were involved in community service volunteer work and, more specifically, PNB sponsored volunteer work, had more positive perceptions of job satisfaction and organizational commitment than those who were involved in non-PNB activity or who were not involved at all. This would indicate that PNB's corporate employee volunteer program is internally beneficial to the corporation by being significantly related to "organizational performance." It is recommended that the program receive continued corporate support.

### Conclusions

1. Corporate employee volunteer programs possibly benefit both the employer and employee. When employees are involved in volunteer activity, a positive interaction with job satisfaction and

organizational commitment occurs.

The two groups statistically highest in job satisfaction and organizational commitment were both involved in PNB-sponsored community service activities.

Whether increased job satisfaction and organizational commitment lead to involvement in these activities or involvement leads to increased job satisfaction and organizational commitment was not clear. Regardless of this situation, there was a relationship between involvement in PNB activities and the dependent variables.

The three dimensional definition of organizational performance by Kast/Rosenzweig (1979) was used as the theoretical basis for this study. The literature supported the idea that proficiency in these three dimensions, efficiency, effectiveness and participant satisfaction, was synonymous with organizational performance.

This study examined participant satisfaction with special emphasis placed on two related variables: job satisfaction and organizational commitment. It was argued that if there was a significant relationship between community service volunteer work and this dimension of organizational performance, the corporate employee volunteer program should receive continued or increased corporate support. The results of the hypotheses testing support this argument.

2. This study provided further support for Morton's (1980) conclusion that employee involvement in community service activity is related to employee perception that the employer encourages participation.

Among the important reasons given for being involved in community service activity was "PNB believes community involvement is important." The extent to which this perception could be analyzed exceeded the parameters of this study. However, recognizing the importance of this reason suggests a potential relationship between employee involvement and the perception that the employer encourages participation.

3. Two of the demographic variables are age-related.

Of the four demographic variables with a high statistical relationship to the dependent variables, two of the variables, years with PNB and marital status, were age-related. That is to say, older employees had been with the company longer and the younger employees were single rather than married, widowed, or divorced.

4. Single PNB employees, as a group, are subject to higher rates of turnover than married, divorced or widowed employees.

The literature cites organizational commitment as a predictor of turnover and certain demographic variables as predictors of organizational commitment (Porter et. al., 1974; Steers, 1977). One of the cited variables is marital status. Because single employees scored lower in organizational commitment, there is the potential for them to experience a higher rate of turnover than those employees who are married, widowed, or divorced. This finding parallels similar findings in the literature.



5. The reliability and use of both the Brayfield/Rothe Index of Job Satisfaction and the Organizational Commitment Questionnaire was consistent with the literature.

Heavily used with diverse populations in human service and private industries, both instruments have achieved consistent reliability (Bateman & Strasser, 1984; Brayfield & Rothe, 1951; Brayfield, Rothe & Strate, 1957; Cook, Hepworth & Wall, 1981; Martin, 1979; Porter et.al., 1974; Snizek & Little 1975, 1984; Stinson & Johnson, 1977). The findings, through the use of the instruments in this study, were consistent with earlier applications cited in the literature.

6. Further refinement of the instrument would have produced more accurate information about the kind and level of volunteer activity.

Incomplete data describing the nature and extent of volunteer activity did not permit inferences about this activity and the statistical relationship between volunteer work and the dependent variables. Field testing the questionnaire with subjects who were more representative of the study sample could have resulted in improved descriptive data.

#### Recommendations for Further Research

It is recommended that further research be conducted to:

1. Determine if there is a causal relationship between corporate sponsored community service activity and perceptions of job

satisfaction and organizational commitment.

2. Determine why a corporate sponsored program appears to relate to job satisfaction and organizational commitment while participation in volunteer activity which is not corporate sponsored does not contribute to job satisfaction and organizational commitment.
3. Replicate this study in the two other U.S. West subsidiaries Mountain Bell and Pacific Bell and compare the results.
4. Replicate this study in a corporation that is a manufacturer rather than a service provider. Does becoming involved in community service activity come more naturally to employees whose jobs are service oriented rather than product oriented? Do corporations that manufacture goods value community service volunteer work in the same manner?
5. Examine more closely employee perceptions of employer attitudes towards volunteer work. Do employees become involved because employers are supportive or because employers expect employees to be involved? This question is raised because among the important reasons cited for volunteering in this study was the employee perception that PNB thought it was important to be involved. The issue of voluntary versus expected involvement is, thus, raised.
6. Gather more accurate descriptive data on the type and levels of employee volunteer involvement. What inferences could be made about these data and the significant relationship between volunteer activity and job satisfaction and organizational commitment?

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## APPENDICES

## APPENDIX A

Demographic Characteristics of Sample  
by Employee Participation in  
Community Service Activity

Employee Community Service Activity Groups										
Demographic Variable	1 N		2 N		3 N		4 N		Total	% Sample
<u>Sex</u>										
No Response	--	--	--	--	--	--	--	--	102	16%
Male	60	57.5%	24	48%	66	53.7%	112	43.1%	262	41%
Female	44	42.3%	26	52%	57	46.3%	148	56.9%	275	43%
<b>Total</b>	<b>104</b>	<b>100%</b>	<b>50</b>	<b>100%</b>	<b>123</b>	<b>100%</b>	<b>260</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
<u>Age</u>										
No Response	--	--	--	--	--	--	--	--	100	15.7%
25 or Below	--	--	--	--	5	4.1%	3	1.2%	8	1.3%
26-35	12	11.2%	5	10%	26	21.3%	72	27.7%	115	18.2%
36-49	76	71 %	37	74%	67	54.9%	123	47.3%	303	47%
50-60	17	15.9%	7	14%	23	18.9%	53	20.3%	100	15.6%
61+	2	1.9%	1	2%	1	.8%	9	3.5%	13	2.2%
<b>Total</b>	<b>107</b>	<b>100%</b>	<b>50</b>	<b>100%</b>	<b>122</b>	<b>100%</b>	<b>260</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
<u>Residence</u>										
No Response	--	--	--	--	--	--	--	--	104	16.2%
Portland	51	48.1%	22	44.9%	58	47.9%	136	52.5%	267	41.8%
Outside Portland	55	51.9%	27	55.1%	63	52.1%	123	47.5%	268	42%
<b>Total</b>	<b>106</b>	<b>100%</b>	<b>49</b>	<b>100%</b>	<b>121</b>	<b>100%</b>	<b>259</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
<u>Marital Status</u>										
No Response	--	--	--	--	--	--	--	--	96	15%
Single	7	6.6%	2	4%	17	13.7%	35	13.3%	61	9.5%
Widowed	3	2.8%	2	4%	3	2.4%	6	2.3%	14	2.3%
Divorced	6	5.6%	7	14%	12	9.7%	39	14.9%	64	10%
Married	91	85%	39	78%	92	74.2%	182	69.5%	404	63.2%
<b>Total</b>	<b>107</b>	<b>100%</b>	<b>50</b>	<b>100%</b>	<b>124</b>	<b>100%</b>	<b>262</b>	<b>100%</b>	<b>639</b>	<b>100%</b>

Employee Groups

- 1= Participation in both PNB and Non-PNB Community Service Activities
- 2= Participation in PNB Activities Only
- 3= Participation in Non-PNB Activities Only
- 4= Participation in no Community Service Activity

Demographic Characteristics of Sample  
by Employee Participation in  
Community Service Activity

Employee Community Service Activity Groups										
Demographic Variable	1 N		2 N		3 N		4 N		Total	% Sample
<u>Job Type</u>										
No Response	--	--	--	--	--	--	--	--	92	14.4%
Management	52	48.6%	23	45.1%	21	16.8%	31	11.7%	127	19.9%
Non-Management	55	51.4%	28	54.9%	104	83.2%	233	88.3%	420	65.7%
<b>Total</b>	<b>107</b>	<b>100%</b>	<b>51</b>	<b>100%</b>	<b>125</b>	<b>100%</b>	<b>264</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
<u>Length of Company Service</u>										
No Response									94	14.7%
1-5 years	1	.9%	2	4%	2	1.6%	6	2.2%	11	1.7%
6-10 years	21	19.8%	6	12%	32	25.6%	70	26.5%	129	20.1%
11-15 years	12	11.4%	9	18%	29	23.2%	68	25.8%	118	18.6%
16+ years	72	67.9%	33	66%	62	49.6%	120	45.5%	287	44.9%
<b>Total</b>	<b>106</b>	<b>100%</b>	<b>50</b>	<b>100%</b>	<b>125</b>	<b>100%</b>	<b>264</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
<u>Level of Education</u>										
No Response									91	14.2%
Elem/H.S.										
[1-3 yrs.]			1	2%	3	2.4%	14	5.3%	18	2.72%
H.S. Grad.										
[or Equiv.]	27	25.2%	21	42%	45	36%	103	38.7%	196	30.7%
College										
[1-3 yrs.]	58	54.2%	23	46%	59	47.2%	130	48.9%	270	42.3%
College Grad.	22	20.6%	5	10%	18	14.4%	19	7.1%	64	10.1%
<b>Total</b>	<b>107</b>	<b>100%</b>	<b>50</b>	<b>100%</b>	<b>125</b>	<b>100%</b>	<b>266</b>	<b>100%</b>	<b>639</b>	<b>100%</b>

**Employee Groups**

- 1= Participation in both PNB and Non-PNB Community Service Activities
- 2= Participation in PNB Activities Only
- 3= Participation in Non-PNB Activities Only
- 4= Participation in No Community Service Activity

Demographic Characteristics of Sample  
by Employee Participation in  
Community Service Activity

Employee Community Service Activity Groups										
Demographic Variable	1 N		2 N		3 N		4 N		Total	% Sample
<b>Dependents</b>										
<b>Children</b>										
No Response									144	22.5%
Not Applicable	18	18.6%	13	28.3%	35	31%	97	40.6%	163	25.5%
At Home	68	70.1%	28	60.9%	63	55.8%	119	49.8%	278	43.5%
Not At Home	11	11.3%	5	10.9%	15	13.3%	23	9.6%	54	8.5%
<b>Total</b>	<b>97</b>	<b>100%</b>	<b>46</b>	<b>100%</b>	<b>113</b>	<b>100%</b>	<b>239</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
<b>Parents</b>										
No Response									362	59.6%
Not Applicable	33	61.1%	18	78.3%	48	68.6%	101	77.7%	200	31.3%
At Home	2	3.7%	--	---	4	5.7%	6	4.6%	12	1.9%
Not At Home	19	35.2%	5	21.7%	18	25.7%	23	17.7%	65	10.2%
<b>Total</b>	<b>54</b>	<b>100%</b>	<b>23</b>	<b>100%</b>	<b>70</b>	<b>100%</b>	<b>130</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
<b>Other Relatives</b>										
No Response									381	59.6%
Not Applicable	34	72.3%	16	69.6%	51	80%	98	79%	199	31%
At Home	1	2.1%	3	13%	7	11%	12	9.7%	23	3.7%
Not At Home	12	25.6%	4	17.4%	6	9%	14	11.3%	36	5.7%
<b>Total</b>	<b>47</b>	<b>100%</b>	<b>23</b>	<b>100%</b>	<b>64</b>	<b>100%</b>	<b>124</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
<b>Other Dependents</b>										
No Response									400	62.8%
Not Applicable	34	85%	17	100%	50	79.4%	97	81.5%	198	31%
At Home	3	7.5%	--	---	8	12.7%	15	12.6%	26	4.1%
Not At Home	3	7.5%	--	---	5	7.9%	7	5.9%	15	2.1%
<b>Total</b>	<b>40</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>63</b>	<b>100%</b>	<b>119</b>	<b>100%</b>	<b>639</b>	<b>100%</b>

**Employee Group**

- 1 = Participation in both PNB and Non-PNB Community Service Activities
- 2 = Participation in PNB Activities Only
- 3 = Participation in Non-PNB Activities Only
- 4 = Participation in no Community Service Activity

## APPENDIX B

EMPLOYEE INVOLVEMENT IN PNB SPONSORED  
COMMUNITY SERVICE ACTIVITY

Community Service Activity	Employee Group				Total	% of Sample
	1		2			
	N	%	N	%		
PIONEERS						
<u>Length of Membership</u>						
No Response					560	87.6%
> 6 mos.	12	22.6%	8	30.8%	21	3.2%
6-11 mos.	4	7.5%	3	11.5%	9	1.3%
1-5 yrs.	21	39.6%	9	34.6%	30	4.6%
6-10 yrs.	10	18.9%	2	7.7%	12	1.8%
11+ yrs.	6	11.4%	4	15.4%	10	1.5%
Total	53	100%	26	100%	639	100%
<u>Average Hours per Month</u>						
No Response					576	90.5%
1-2 hrs.	20	43.5%	13	76.5%	33	5.34%
3-5 hrs.	6	13.0%	1	5.9%	7	1.1%
6-10 hrs.	10	21.7%	2	11.7%	12	1.9%
11-20 hrs.	6	13.0%	1	5.9%	7	1.1%
21+ hrs.	4	8.8%	--	-----	4	.06%
Total	46	100%	17	100%	639	100%
COMMUNITY RELATIONS TEAM						
<u>Length of Membership</u>						
No Response					570	90.4%
> 6 mos.	6	13.3%	9	37.5%	15	2.55%
6-11 mos.	4	8.9%	1	4.2%	5	.08%
1-5 yrs.	18	40.0%	8	33.3%	26	4.07%
6-10 yrs.	13	28.9%	5	20.8%	18	2.82%
11+ yrs.	4	8.9%	1	4.2%	5	.08%
Total	45	100%	24	100%	639	100%
<u>Average Hours Per Month</u>						
No Response					577	90.4%
1-2 hrs.	11	25.6%	10	52.6%	21	3.4%
3-5 hrs.	16	37.2%	5	26.3%	21	3.4%
6-10 hrs.	13	30.2%	4	21.1%	17	2.75%
11-20 hrs.	2	4.7%	--	-----	2	.03%
21+ hrs.	1	2.3%	--	-----	1	.02%
Total	43	100%	19	100%	639	100%

Community Service Activity	Employee Group				Total	% of Sample
	1		2			
	N	%	N	%		
FUTURE PIONEERS						
<u>Length of Membership</u>						
No Response					616	97.12%
> 6 mos.	3	18.7%	6	85.7%	9	1.4%
6-11 mos.	2	12.5%	--	-----	2	.03%
1-5 yrs.	8	50.0%	1	14.3%	9	1.4%
6-10 yrs.	1	6.3%	--	-----	1	.02%
11+ yrs.	2	12.5%	--	-----	2	.03%
Total	16	100%	7	100%	639	100%
<u>Average Hours per Month</u>						
No Response					622	98%
1-2 hrs.	3	27.2%	4	66.7%	7	1.1%
3-5 hrs.	4	36.4%	2	33.3%	6	.83%
6-10 hrs.	2	18.2%	--	-----	2	.03%
11-20 hrs.	1	9.1%	--	-----	1	.02%
21+ hrs.	1	9.1%	--	-----	1	.02%
Total	11	100%	6	100%	639	100%
COMMUNITY ORGANIZATION MEMBERSHIPS						
<u>Length of Memberships</u>						
No Response					589	92.3%
> 6 mos.	3	8.1%	4	30.8%	7	1.1%
6-11 mos.	1	2.7%	--	-----	1	.02%
1-5 yrs.	22	59.5%	8	61.5%	30	4.7%
6-10 yrs.	7	18.9%	--	-----	7	1.1%
11+ yrs.	4	10.8%	1	7.7%	5	.78%
Total	37	100%	13	100%	639	100%
<u>Average Hours per Month</u>						
No Response					594	93.4%
1-2 hrs.	1	2.9%	5	50%	6	.83%
3-5 hrs.	12	34.3%	2	20%	14	2.4%
6-10 hrs.	14	40%	2	20%	16	2.5%
11-20 hrs.	4	11.4%	--	-----	4	.06%
21+ hrs.	4	11.4%	1	10%	5	.81%
Total	35	100%	10	100%	639	100%



Employee Groups:

- 1 = Participation in both PNB sponsored and unsponsored community service activity
- 2 = Participation in PNB sponsored community service activity only

Pioneers:

PNB community service activity for any employee with 15+ years of company service

Community Relations Team:

PNB community service activity for management employees only

Future Pioneers:

PNB community service activity for any employee with less than 15 years of company service

Community Organization Memberships:

PNB employee involvement in Kiwanis, Rotary, Optomists etc.  
Membership is paid by PNB.

## APPENDIX C

EMPLOYEE INVOLVEMENT IN UNSPONSORED  
COMMUNITY SERVICE ACTIVITY

Community Service Activity	Employee Group				Total	% of Sample
	1		3			
	N	%	N	%		
SERVICE						
<u>Length of Membership</u>						
No Response					577	91.0%
> 6 mos.	3	8.3%	1	3.0%	4	.06%
6-11 mos.	1	2.8%	--	-----	1	.01%
1-5 yrs.	14	38.9%	11	43.0%	25	3.91%
6-10 yrs.	11	30.6%	3	11.0%	14	2.2%
11+ yrs.	7	19.4%	11	43.0%	18	2.82%
Total	36	100%	25	100%	639	100%
<u>Average Hours per Month</u>						
No Response					587	93.0%
1-2 hrs.	9	28.1%	3	15.0%	12	1.6%
3-5 hrs.	11	34.4%	6	31.0%	17	2.5%
6-10 hrs.	8	25%	4	20.0%	12	1.6%
11-20 hrs.	3	9.4%	5	25.0%	8	1.25%
21+ hrs.	1	3.1%	2	9.0%	3	.05%
Total	32	100%	20	100%	639	100%
ISSUE/CAUSE						
<u>Length of Membership</u>						
No Response					599	94.3%
> 6 mos.	2	9.5%	2	10.4%	4	.06%
6-11 mos.	1	5.0%	2	10.4%	3	.04%
1-5 yrs.	9	43.0%	10	53.0%	19	3.2%
6-10 yrs.	5	23.0%	1	5.2%	6	1.0%
11+ yrs.	4	20.0%	4	21.0%	8	1.4%
Total	21	100%	19	100%	639	100%
<u>Average Hours per Month</u>						
No Response					610	96.0%
1-2 hrs.	5	31.2%	5	38.6%	10	1.5%
3-5 hrs.	6	37.5%	3	23.0%	9	1.4%
6-10 hrs.	4	25.0%	1	7.7%	5	1.0%
11-20 hrs.	--	-----	3	23.0%	3	.06%
21+ yrs.	1	6.3%	1	7.7%	2	.04%
Total	16	100%	13	100%	639	100%

Community Service Activity	Employee Group				Total	% of Sample
	1		3			
	N	%	N	%		
YOUTH/RECREATION						
<u>Length of Membership</u>						
No Response					544	85.0%
> 6 mos.	5	9.6%	5	11.6%	10	1.6%
6-11 mos.	4	7.8%	2	4.4%	6	1.0%
1-5 yrs.	23	44.0%	12	28.0%	35	5.7%
6-10 yrs.	5	9.6%	15	35.0%	20	3.1%
11+ yrs.	15	29.0%	9	21.0%	24	3.6%
Total	52	100%	43	100%	639	100%
<u>Average Hours per Month</u>						
No Response					560	88.0%
1-2 hrs.	10	21.0%	1	3.0%	11	1.7%
3-5 hrs.	16	35.0%	5	16.0%	21	3.2%
6-10 hrs.	10	21.0%	8	25.0%	18	2.7%
11-20 hrs.	4	8.0%	14	44.0%	18	2.7%
21+ hrs.	7	15.0%	4	12.0%	11	1.7%
Total	47	100%	32	100%	639	100%
HEALTH/EDUCATION/WELFARE						
<u>Length of Membership</u>						
No Response					563	88.0%
> 6 mos.	2	5.0%	7	19.0%	9	1.5%
6-11 mos.	3	7.0%	4	11.0%	7	1.1%
1-5 yrs.	23	57.0%	13	37.0%	36	5.6%
6-10 yrs.	5	13.0%	8	22.0%	13	2.1%
11+ yrs.	7	18.0%	4	11.0%	11	1.7%
Total	40	100%	36	100%	639	100%
<u>Average Hours per Month</u>						
No Response					568	89.3%
1-2 hrs.	12	32.0%	8	24.5%	20	3.1%
3-5 hrs.	10	27.0%	12	35.0%	22	3.4%
6-10 hrs.	8	22.0%	9	26.5%	17	2.7%
11-20 hrs.	2	5.5%	1	2.9%	3	.05%
21+ hrs.	5	13.5%	4	11.1%	9	1.4%
Total	37	100%	34	100%	639	100%

Community Service Activity	Employee Group				Total	% of Sample
	1		3			
	N	%	N	%		
RELIGIOUS						
<u>Length of Membership</u>						
No Response					519	81.0%
> 6 mos.	4	7.3%	1	1.5%	5	1.0%
6-11 mos.	1	1.7%	2	3.1%	3	.05%
1-5 yrs.	11	20.0%	18	27.7%	29	4.6%
6-10 yrs.	11	20.0%	13	20.0%	24	3.85%
11+ yrs.	28	51.0%	31	47.7%	59	9.5%
<b>Total</b>	<b>55</b>	<b>100%</b>	<b>65</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
<u>Average Hours per Month</u>						
No Response					536	84.0%
1-2 hrs.	5	10.4%	6	10.9%	11	1.7%
3-5 hrs.	13	28.0%	12	21.8%	25	3.9%
6-10 hrs.	17	35.0%	12	21.8%	29	4.5%
11-20 hrs.	6	12.0%	12	21.8%	18	2.8%
21+ hrs.	7	14.6%	13	23.7%	20	3.1%
<b>Total</b>	<b>48</b>	<b>100%</b>	<b>55</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
OTHER						
<u>Length of Membership</u>						
No Response					615	97.2%
> 6 mos.	--	-----	1	7.0%	1	.02%
6-11 mos.	--	-----	1	7.0%	1	.02%
1-5 yrs.	7	87.5%	3	22.0%	10	1.7%
6-10 yrs.	--	-----	4	28.0%	4	.06%
11+ yrs.	1	12.5%	5	36.0%	6	1%
<b>Total</b>	<b>8</b>	<b>100%</b>	<b>14</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
<u>Average Hours per Month</u>						
No Response					621	98.2%
1-2 hrs.	1	16.0%	2	17.0%	3	.05%
3-5 hrs.	2	36.0%	3	25.0%	5	1.6%
6-10 hrs.	1	16.0%	1	8.0%	2	.03%
11-20 hrs.	1	16.0%	3	25.0%	4	.06%
21+ hrs.	1	16.0%	3	25.0%	4	.06%
<b>Total</b>	<b>6</b>	<b>100%</b>	<b>12</b>	<b>100%</b>	<b>639</b>	<b>100%</b>

Employee Groups:

1 = Participation in both PNB sponsored and unsponsored community service activity

3 = Participation in unsponsored community service activity only

Service:

Kiwanis, Rotary, Altrusa, Masons, Jaycees, Elks, Junior League, Soroptomists

Issue/Cause:

League of Women Voters, Common Cause, NAACP, Right to Life, Sierra Club

Youth/Recreation:

Parks & Recreation, Boy Scouts, Big Brothers/Big Sisters, Campfire, Girl Scouts

Health/Education/Welfare:

Senior Centers, Crisis Intervention, Hospital Auxiliaries, American Cancer Society, PTA

Religious:

Catholic Youth Organization, Church Committee Work, National Council of Churches, Sunday School Teacher, Choir

Other:

Law enforcement, Fire, Ambulance

## APPENDIX D

## REASONS FOR VOLUNTEERING

	Employee Group <sup>a</sup>									
Reasons for Volunteering	1	%	2	%	3	%	4	%	Total	% Sample
<u>Volunteering brings me community recognition</u>										
No Response									368	57.0
Very Unimportant	15	15.5	05	19.3	20	21.3	11	20.4	51	08.0
Unimportant	33	34.0	07	26.9	38	40.4	18	33.3	96	15.0
Neutral	24	24.7	09	34.6	25	26.6	19	35.2	77	13.0
Important	19	19.6	05	19.2	09	09.6	04	07.4	37	05.8
Very Important	06	06.2	--	----	02	02.1	02	03.7	10	01.2
<b>Total</b>	<b>97</b>	<b>100%</b>	<b>26</b>	<b>100%</b>	<b>94</b>	<b>100%</b>	<b>54</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
 <u>It's important to me and my family that I do volunteer work</u>										
No Response									366	57.0
Very Unimportant	04	04.0	01	04.0	04	04.4	04	07.0	13	02.0
Unimportant	08	08.1	04	16.0	12	13.0	12	21.1	36	05.6
Neutral	25	25.3	09	36.0	20	21.7	19	33.3	73	12.0
Important	52	52.5	10	40.0	45	48.9	17	29.8	124	19.0
Very Important	10	10.1	01	04.0	11	12.0	05	08.8	27	04.4
<b>Total</b>	<b>99</b>	<b>100%</b>	<b>25</b>	<b>100%</b>	<b>92</b>	<b>100%</b>	<b>57</b>	<b>100%</b>	<b>639</b>	<b>100%</b>
 <u>I feel it's my duty to do volunteer work</u>										
No Response									366	57.3
Very Unimportant	03	03.1	01	04.2	11	11.6	06	10.5	21	03.3
Unimportant	03	03.1	01	04.2	09	09.6	12	21.1	25	03.9
Neutral	22	22.4	09	37.4	20	21.3	17	29.8	68	10.6
Important	56	57.1	12	50.0	39	41.5	16	28.1	123	19.3
Very Important	14	14.3	01	04.2	15	16.0	06	10.5	36	05.6
<b>Total</b>	<b>98</b>	<b>100%</b>	<b>24</b>	<b>100%</b>	<b>94</b>	<b>100%</b>	<b>57</b>	<b>100%</b>	<b>639</b>	<b>100%</b>

Employee Group <sup>a</sup>										
Reasons for	1	%	2	%	3	%	4	%	Total	Sample
Volunteering										
<u>My paid work has additional meaning as a result of my volunteer work</u>										
No Response									370	58.0
Very Unimportant	12	12.5	--	----	17	18.1	10	18.2	39	06.1
Unimportant	11	11.5	03	12.5	15	16.0	10	18.2	39	06.1
Neutral	36	37.5	16	66.7	40	42.6	26	47.3	118	18.5
Important	31	32.2	02	08.3	18	19.1	08	14.5	59	09.2
Very Important	06	06.3	03	12.5	04	04.2	01	01.8	14	02.1
<b>Total</b>	<b>96</b>	<b>100%</b>	<b>24</b>	<b>100%</b>	<b>94</b>	<b>100%</b>	<b>55</b>	<b>100%</b>	<b>639</b>	<b>100%</b>

<u>My relationship with those I serve is very rewarding</u>										
No Response									363	57.0
Very Unimportant	01	01.0	--	----	02	02.1	03	05.4	06	00.09
Unimportant	03	03.0	01	04.0	04	04.2	06	10.7	14	02.5
Neutral	09	09.1	06	24.0	15	15.6	13	23.2	43	06.6
Important	55	55.6	14	56.0	43	44.8	19	33.9	131	20.7
Very Important	31	31.3	04	16.0	32	33.3	15	26.8	82	13.11
<b>Total</b>	<b>99</b>	<b>100%</b>	<b>25</b>	<b>100%</b>	<b>96</b>	<b>100%</b>	<b>56</b>	<b>100%</b>	<b>639</b>	<b>100%</b>

<u>PNB's public image is improved as a result of my volunteer activity</u>										
No Response									367	57.0
Very Unimportant	03	03.0	02	08.0	23	25.0	09	16.2	37	05.8
Unimportant	09	09.1	01	04.0	12	13.0	12	21.4	34	05.5
Neutral	22	22.2	03	12.0	34	37.0	19	33.9	78	12.4
Important	43	43.5	16	64.0	19	20.7	11	19.6	89	14.0
Very Important	22	22.2	03	12.0	04	04.3	05	08.9	34	05.5
<b>Total</b>	<b>99</b>	<b>100%</b>	<b>25</b>	<b>100%</b>	<b>92</b>	<b>100%</b>	<b>56</b>	<b>100%</b>	<b>639</b>	<b>100%</b>

Employee Group <sup>a</sup>									
Reasons for Volunteering	1	%	2	%	3	%	4	%	Total Sample
<u>I think PNB believes it is</u> <u>important for me to be</u> <u>involved in my community</u>									
No Response									367 57.0
Very Unimportant	04	04.0	--	----	12	12.9	08	14.3	24 03.76
Unimportant	04	04.0	02	08.4	15	16.2	07	12.5	28 04.5
Neutral	15	15.2	03	12.5	19	20.4	14	25.0	51 07.99
Important	50	50.5	11	45.8	35	37.6	21	37.5	117 18.5
Very Important	26	26.3	08	33.3	12	12.9	06	10.7	52 08.25
<b>Total</b>	<b>99</b>	<b>100%</b>	<b>24</b>	<b>100%</b>	<b>93</b>	<b>100%</b>	<b>56</b>	<b>100%</b>	<b>639 100%</b>

<u>Through volunteer work</u> <u>I learn new skills</u>									
No Response									366 57.0
Very Unimportant	05	05.1	--	----	02	02.1	05	08.9	12 01.9
Unimportant	07	07.1	02	08.0	04	04.3	06	10.8	19 02.9
Neutral	15	15.3	08	32.0	14	14.9	12	21.4	49 07.8
Important	48	49.0	11	44.0	52	55.3	26	46.4	137 21.6
Very Important	23	23.5	04	16.0	22	23.4	07	12.5	56 08.8
<b>Total</b>	<b>98</b>	<b>100%</b>	<b>25</b>	<b>100%</b>	<b>94</b>	<b>100%</b>	<b>56</b>	<b>100%</b>	<b>639 100%</b>

<sup>a</sup>Employee Groups

- 1 = Participation in both PNB sponsored and unsponsored community service activity
- 2 = Participation in PNB sponsored activity only
- 3 = Participation in unsponsored activity only
- 4 = No participation in either activity



## APPENDIX E

June 30, 1986

Dear Pacific Northwest Bell Employee:

With increasing frequency, companies and corporations are encouraging employees, as part of their work responsibilities, to become involved in community service programs/activities. It is apparent that communities greatly benefit from this involvement, however, little is known about how you, the employee, react to this participation. Learning how you feel about doing community service work as a PNB employee is important for two reasons. First, it will enhance the management of your own PNB community service programs and second, it will provide information of value to other corporations considering implementation of similar programs.

You, as one of 1000 randomly selected PNB employees from Oregon, are being asked to give your opinion on this matter. In order that the results will truly represent the thinking of Oregon PNB employees, it is important that this questionnaire be completed and returned.

You may be assured of complete confidentiality. Your name will not appear on the questionnaire and there is no special procedure for determining whether or not you have returned your questionnaire.

Because this study is being done in cooperation with both the School of Education and the Survey Research Center at Oregon State University, the results of this research will be made available to officials there. A summary of the results will be given to management at PNB and will be made available to other interested corporations. You may receive a summary of results by writing "copy of results requested" on the back of the return envelope, and printing your name and address below it. Please DO NOT put this information on the questionnaire itself.

I would be most happy to answer any questions you might have. Please feel free to write me at the above address or call me at 758-1656.

Thank you for your assistance.

Sincerely,

Sarah J. Stebbins [Ms]  
Researcher

## APPENDIX F

July 11, 1986

Last week a questionnaire seeking your opinion about PNB's participation in community service activities was mailed to you. Your name was drawn in a random sample of PNB employees in Oregon.

If you have already completed and returned it, please accept my sincere thanks. If not, please do so today. Because it has been sent to only a small, but representative, sample of PNB employees in Oregon it is extremely important that yours also be included in the study if the results are to accurately represent the opinions of Oregon PNB employees.

If you did not receive the questionnaire, or it got misplaced, please call me right now, collect [758-1656], and I will get another one in the mail to you today.

Sincerely,

Sarah J. Stebbins  
Researcher

## APPENDIX G

July 25, 1986

Dear PNB Employee:

On June 30 I wrote to you seeking your opinion about your job at PNB and your involvement in community service volunteer work. If you have returned a completed questionnaire, I thank you for your time and ask that you throw away the enclosed duplicate-it is terribly important that you not send in two! If you have not returned a questionnaire, I hope you will finish reading this letter and do so now.

I am doing this research study because of PNB's interest in improving/enhancing its community service program. Asking you, an employee, how you feel about your work and PNB's community involvement will provide information of value to the corporation.

I am writing you again because of the significance each questionnaire has to the usefulness of this study: Your name was drawn through a sampling process in which every Oregon PNB employee had an equal chance of being selected.

Out of 5,000 employees, you are one of a thousand being asked to participate in the study. In order for the results to be truly representative of the opinions of all Oregon PNB employees it is essential that each person in the sample return the questionnaire. As mentioned in my last letter, the contents of your questionnaire will be held in strictest confidence.

In the event that your questionnaire has been misplaced, a replacement is enclosed. If you would like a copy of research results, please write "copy of results" on the outside of the enclosed business reply envelope and include your name and address. Please do not put this information on the questionnaire.

Your cooperation on greatly appreciated!

Cordially,

Sarah J. Stebbins [Ms]  
Researcher

## APPENDIX H

## QUESTIONNAIRE INSTRUCTIONS

The purpose of this project is to find out how you feel about working for Pacific Northwest Bell [PNB]. In addition, this study would like to find out if you are involved in community service volunteer activities and your reasons for becoming involved in those activities.

PNB has a long tradition of serving the community and is very interested in knowing how you feel about its involvement in community service. Whether or not you are involved, your input is of value to the corporation.

The strength and value of the project's results depends upon how open you are with your responses. To assure confidentiality:

- You are not being asked to put your name on your questionnaire.
- The contents of your questionnaire will be available to the researcher ONLY.

GENERAL INFORMATION

1. Please answer all questions!
2. There are instructions to help you respond to the questions in each section.

Please remember that there are no right or wrong answers!

3. This questionnaire is divided into four parts:

Part I: How You Feel about Working for PNB

Part II: Your Involvement as a Volunteer in Your Community

Part III: Reasons for Volunteering

Part IV: Personal Information

4. When you are finished, please mail the completed questionnaire in the enclosed, addressed, business reply envelope.

THANK YOU!

## PART I. INSTRUCTIONS

No.

These statements represent possible feelings you might have about your job at Pacific Northwest Bell.

Please indicate the degree of your own agreement or disagreement with each statement by circling ONE of the five responses located next to each statement.

EXAMPLE:	Strongly Agree	Agree	Un-decided	Disagree	Strongly Disagree
There are some conditions concerning my job that could be improved.	5	4	3	(2)	1

REMEMBER: There are no right or wrong answers. The only correct responses are those that are true for you!

	Strongly Agree	Agree	Un-decided	Disagree	Strongly Disagree
1. My job is like a hobby to me.	5	4	3	2	1
2. My job is usually interesting enough to keep me from getting bored.	5	4	3	2	1
3. It seems that my friends are more interested in their jobs.	5	4	3	2	1
4. I consider my job rather unpleasant.	5	4	3	2	1
5. I enjoy my work more than my leisure time.	5	4	3	2	1
6. I am often bored with my job.	5	4	3	2	1
7. I feel fairly well satisfied with my job.	5	4	3	2	1
8. Most of the time I have to force myself to go to work.	5	4	3	2	1
9. I am satisfied with my job for the time being.	5	4	3	2	1
10. I feel that my job is more interesting than others I could get.	5	4	3	2	1
11. I definitely dislike my work.	5	4	3	2	1
12. I feel I am happier in my work than most other people.	5	4	3	2	1
13. Most days I am enthusiastic about my work.	5	4	3	2	1
14. Each day of work seems like it will never end.	5	4	3	2	1
15. I like my job better than the average worker does.	5	4	3	2	1
16. My job is pretty uninteresting.	5	4	3	2	1
17. I find real enjoyment in my work.	5	4	3	2	1
18. I am disappointed that I ever took this job.	5	4	3	2	1

INSTRUCTIONS:

These statements represent possible feelings that you might have about working for Pacific Northwest Bell. Please indicate the degree of your own agreement or disagreement with each statement by circling ONE of the seven responses located next to each statement.

<u>EXAMPLE:</u>	Strongly Agree	Moderately Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Moderately Disagree	Strongly Disagree
Overall, I am glad that I am part of this organization.	7	6	5	4	③	2	1

REMEMBER: There are no right or wrong answers. The only correct responses are those that are true for you!

	Strongly Agree	Moderately Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Moderately Disagree	Strongly Disagree
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	7	6	5	4	3	2	1
2. I talk up this organization to my friends as a great organization to work for.	7	6	5	4	3	2	1
3. I feel very little loyalty to this organization.	7	6	5	4	3	2	1
4. I would accept almost any type of job assignment in order to keep working for this organization.	7	6	5	4	3	2	1
5. I find that my values and the organization's values are very similar.	7	6	5	4	3	2	1
6. I am proud to tell others that I am a part of this organization.	7	6	5	4	3	2	1
7. I could just as well be working for a different organization as long as the type of work were similar.	7	6	5	4	3	2	1
8. This organization really inspires the very best in me in the way of job performance.	7	6	5	4	3	2	1
9. It would take very little change in my present circumstances to cause me to leave this organization.	7	6	5	4	3	2	1
10. I am extremely glad that I chose this organization to work for over the others I was considering at the time I joined.	7	6	5	4	3	2	1

**PART II. INSTRUCTIONS**

Please circle ONE number in each of these categories: "Length of Membership" and "Average Number of Hours per Month." If you do not participate in a given activity, circle NA.

**EXAMPLE:**

Type of Activity	Length of Membership						Average Number of Hours per Month				
	Less than 6 mos	6 mos- 11 mos	1 yr- 5 yrs	6 yrs- 10 yrs	11 yrs+		1-2 hrs	3-5 hrs	6-10 hrs	11-20 hrs	21+ hrs
Pioneers	NA	1	(2)	3	4	5	1	2	3	4	5

1. Have you participated in the following PNB-sponsored community service activities in the last 6 months?

- 1 YES  
2 NO [Go to Question 3]

2. What is your involvement with the following PNB-sponsored community service volunteer activities?

Type of Activity	Length of Membership						Average Number of Hours per Month				
	Less than 6 mos	6 mos- 11 mos	1 yr- 5 yrs	6 yrs- 10 yrs	11 yrs+		1-2 hrs	3-5 hrs	6-10 hrs	11-20 hrs	21+ hrs
(A) Pioneers	NA	1	2	3	4	5	1	2	3	4	5
(B) Community Relations Team	NA	1	2	3	4	5	1	2	3	4	5
(C) Future Pioneers	NA	1	2	3	4	5	1	2	3	4	5
(D) Firm-sponsored Community Organization Memberships	NA	1	2	3	4	5	1	2	3	4	5

3. Have you participated in the following non-PNB-sponsored community service activities in the last 6 months?

- 1 YES  
2 NO [Go to Question 7]

4. What is your involvement with the following non-PNB-sponsored community service volunteer activities?

(A) <u>SERVICE</u> <i>Example:</i> Kiwanis, Rotary, Altrusa, Masons, Jaycees, Junior League, Soroptimists, Elks	NA	1	2	3	4	5	1	2	3	4	5
(B) <u>ISSUE/CAUSE</u> <i>Example:</i> League of Women Voters, Common Cause, NAACP, Right to Life, Sierra Club	NA	1	2	3	4	5	1	2	3	4	5
(C) <u>YOUTH/RECREATION</u> <i>Example:</i> Parks & Recreation, Boy Scouts, Big Brothers/Big Sisters, Campfire, Girl Scouts	NA	1	2	3	4	5	1	2	3	4	5

4. (continued)

Type of Activity		Length of Membership					Average Number of Hours per Month				
		Less than 6 mos	6 mos- 11 mos	1 yr- 5 yrs	6 yrs- 10 yrs	11 yrs+	1-2 hrs	3-5 hrs	6-10 hrs	11-20 hrs	21+ hrs
(D) <u>HEALTH/WELFARE/EDUCATION</u>											
Example: Senior Centers, Crisis Intervention, Hospital Auxiliaries, American Cancer Society, PTA	NA	1	2	3	4	5	1	2	3	4	5
(E) <u>RELIGIOUS</u>											
Example: Catholic Youth Organization, Church Committee Work, National Council of Churches, Sunday School Teacher, Choir	NA	1	2	3	4	5	1	2	3	4	5
(F) <u>OTHER</u>											
Please specify:											
		1	2	3	4	5	1	2	3	4	5
		1	2	3	4	5	1	2	3	4	5
		1	2	3	4	5	1	2	3	4	5

5. Were you involved in any of these non-PNB-sponsored activities before joining PNB?

- 1 YES  
2 NO

6. If YES, has your involvement, since joining PNB:

- 1 INCREASED  
2 DECREASED  
3 STAYED THE SAME

7. Do you think PNB's present community service program should be continued?

- 1 YES  
2 NO [Go to Question 7B]

(A) If YES, in what areas should the program concentrate its efforts?

	YES	NO
<u>SERVICE</u>		
Kiwanis, Rotary, Altrusa, Masons, Jaycees, Elks, etc.	1	2
<u>ISSUE/CAUSE</u>		
Common Cause, Sierra Club, Right to Life, NAACP, etc.	1	2
<u>YOUTH/RECREATION</u>		
Parks & Recreation, Boy Scouts, Campfire, etc.	1	2
<u>HEALTH/EDUCATION/WELFARE</u>		
Senior Centers, Crisis Intervention, PTA, etc.	1	2
<u>OTHER</u> [Please specify]		

(B) If NO, briefly tell why:

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**PART III. INSTRUCTIONS**

The following eight statements MAY represent reasons why people volunteer their time to community service activities. Please indicate how important each statement is to you by circling ONE of the five responses located next to each statement.

EXAMPLE:	Very Important	Important	Neutral	Unimportant	Very Unimportant
Volunteer work brings me community recognition.	5	④	3	2	1

REMEMBER: There are no right or wrong answers!

Have you participated in any community service volunteer activity in the last 6 months?

- 1 YES  
2 NO [Go to Part IV]

	Very Important	Important	Neutral	Unimportant	Very Unimportant
1. Volunteer work brings me community recognition.	5	4	3	2	1
2. It is important to me and my family that I do volunteer work.	5	4	3	2	1
3. I feel it is my duty to do volunteer work.	5	4	3	2	1
4. My paid work has additional meaning as a result of my volunteer work.	5	4	3	2	1
5. My relationship with those I serve is very rewarding.	5	4	3	2	1
6. PNB's public image is improved as a result of my volunteer activity.	5	4	3	2	1
7. I think PNB believes it important for me to be involved in my community.	5	4	3	2	1
8. Through volunteer work I learn new skills.	5	4	3	2	1
9. Other:					
_____					
_____					
_____					
_____	5	4	3	2	1
_____					
_____					
_____					
_____	5	4	3	2	1
_____					
_____					
_____	5	4	3	2	1

Please circle ONE number for the appropriate response to each question below:

EXAMPLE: What is your job type?

- 1 MANAGEMENT  
 ② NON-MANAGEMENT

A. What is your job type?

- 1 MANAGEMENT  
 2 NON-MANAGEMENT

B. Where do you live?

- 1 IN OR AROUND THE GREATER PORTLAND AREA  
 2 OUTSIDE THE GREATER PORTLAND AREA

C. What is the highest level of education you have attained?

- 1 ELEMENTARY SCHOOL [0-8 years]  
 2 HIGH SCHOOL [1-3 years]  
 3 HIGH SCHOOL DIPLOMA OR EQUIVALENT  
 4 COLLEGE [1-3 years]  
 5 GRADUATED FROM COLLEGE  
 6 OTHER [please specify]: \_\_\_\_\_

D. What is your marital status?

- 1 SINGLE  
 2 WIDOWED  
 3 DIVORCED  
 4 MARRIED

E. What is your sex?

- 1 MALE  
 2 FEMALE

F. Do you have any dependents [financial and/or emotional] who may or may not be living with you? [If NONE, circle "NA"]

			<u>Living with You</u>	<u>Not Living with You</u>
1	CHILDREN	NA	A	B
2	PARENT(S)	NA	A	B
3	OTHER RELATIVE(S)	NA	A	B
4	OTHER(S)	NA	A	B

G. How long have you been a PNB employee?

- 1 1-5 YEARS
- 2 6-10 YEARS
- 3 11-15 YEARS
- 4 16+ YEARS

H. What is your age?

- 1 25 OR BELOW
- 2 26-35
- 3 36-49
- 4 50-60
- 5 61 OR OVER

I. Is there anything else you would like to say about your work at PNB or your community service volunteer work?