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Corporate Humanitarian Partnerships

Rebecca C. Keyes

Dr. Benjamin Compton

Economics

THESIS ADVISOR SIGNATURE APPROVAL PAGE

TO THE GLOBAL LEADERSHIP SCHOLARS PROGRAM:

As GLS Thesis Faculty Advisor for _____, I have read this paper and find it satisfactory.

GLS Thesis Faculty Advisor

Date

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Abstract

From bell-bottom jeans to body piercings, it seems that generations are marked by fads, short-lived phenomena. Recently, there has been an upsurge in the amount of Corporate Social Responsibility and corporate volunteerism. Is this merely a trend? Or is there substantive evidence that compels companies to engage in humanitarian partnerships?

Many companies are requiring or heavily encouraging their employees to engage in volunteer efforts outside the workforce. Does this required volunteerism have a positive effect on employee commitment to their job, satisfaction in their work, or both? If it in fact does have an effect, this “trend” could affect the bottom line of a company - profit. Is social responsibility wasteful? In order to effectively study the impact of volunteer activities, this research employs a literature review, surveys, and a case study. I found that students do not deem volunteerism as important as many would suggest and that volunteerism has a positive effect on employee satisfaction, but not necessarily employee commitment.

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Chapter One – Introduction

I wish to assess humanitarian partnerships, and whether required or not volunteerism in such partnerships increases employee commitment and employee satisfaction. I also wish to gauge the emphasis put on CSR when recruiting potential talent. Corporate humanitarian partnerships are relevant because many companies require or strongly encourage their employees to spend anywhere from one hour to a full week in the year volunteering at a designated institution or for a designated cause.

To offer some familiar examples, Deloitte, a professional services network, hosts “IMPACT Day,” where they set aside all work for a day and encourage their employees to spend that time volunteering and investing in community initiatives (“Impact Day 2012,”). American Express provides a program entitled “SERVE2GETHER,” a global program designed to encourage, promote, facilitate and reward volunteerism across the company and maximize the impact of those activities in the communities (*Community*, 2011). General Electric participates in “HOG (Hands on Greenville),” a program of the United Way of Greenville County, helps individuals, families and corporate and community groups find flexible volunteer opportunities with more than 300 service organizations. These efforts are widespread, and I hope to offer evidence that this does have an effect on worker commitment and employee satisfaction. By employee satisfaction, I used the constructs of overall satisfaction, team emphasis, supervision, and organization of work (Evanschitzky 2011). The improvement on employee satisfaction and worker commitment would, in turn, have a positive effect on profits. This positive effect on profits has been seen in many research endeavors (Barnea 2006; Bénabou 2010; Geroy 2000; Leonhardt 2006; Post 2002).

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Thus, humanitarian partnerships are seen as quite the trend in the business community, alongside social and civic responsibility. Does this trend actually benefit companies in a capitalist market? If it does not – why are so many companies doing it? Bénabou and Tirole suggest three reasons – adopting a long-term perspective, delegated philanthropy on behalf of stakeholders, and insider-initiated corporate philanthropy (2010).

Is it truly out of the goodness of heart? Do the effects of volunteerism trump the economic impact of investing in these areas? Are students more attracted to companies with such partnerships? These are the questions I researched for the greater Knoxville area. I approached answering these questions through an in-depth literature review, followed by a case analysis of a larger Knoxville company. I concluded my research by conducting a quantitative analysis of surveys that were distributed to current employees of two large Knoxville firms and students at The University of Tennessee. The surveys were primarily designed to gauge attitudes towards corporate volunteerism. This study put forth why firms should engage in employee volunteerism in the first place and provides a basis for a more realistic expectation of the outcomes of employee volunteerism for their overall corporate goals.

I found that corporate volunteerism has a positive impact on employee satisfaction, but no effect on attracting or retaining talent. I offer first hand evidence that employees in the service sector find satisfaction in, ironically, providing more service. It is often said that happy employees will have a greater impact on the customer, driving profitability. Yet, there is no impact on attracting or keeping good talent in the Knoxville area. Thus, corporate social responsibility (CSR) may only be useful for specific types of firms, which will be discussed in Chapter II more thoroughly.

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The paper is organized as follows. Chapter II discusses previous studies and how researchers have tackled the issue of incentives for corporate social behavior. Chapter III discusses the research I conducted and how it lends to the question of the impacts and justification of CSR. Chapter IV details the results of my research, and Chapter V concludes with a summary and opportunities for further research.

Chapter II – Literature Review

Of the studies that focus on Corporate Social Responsibility, one common theme has been the momentum of the corporate social movement, and another has been the potential effect on the bottom line.

Key Background Information and Definitions

First, it is helpful to define corporate social responsibility. There are two common definitions in the literature. The first being that CSR is about sacrificing profits in the social interest, with the second being that there is a business case for good corporate behavior (no sacrifice on the business side). In order to have a sacrifice, the firm must go beyond its legal and contractual obligations on a voluntary basis. These two views form the backbone for the catchall phrase that is “Corporate Social Responsibility” (Bénabou 2010).

Organization-sponsored volunteerism is in no way legally required, but it combines employees and the community in a socially desirable activity (Houghton 2009). According to the United States Bureau of Labor Statistics, 835,000 individuals reported that they volunteered at their primary volunteer location at the request of their boss or employer in 2011.

Motivations and Results of Volunteer Programs

In order to effectively understand the research, one must first understand how corporate volunteer programs are run and why they serve the corporation and the employees. Society’s

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demand for corporate social responsibility is gaining momentum, and a variety of factors account for this trend. First of all, social responsibility is likely to be a normal good, a good for which demand increases when income increases. Caring about the environment, the welfare of people in poor countries, and other causes is a normal good. This can be seen in the amount of CSR in richer countries versus poorer countries, or even larger companies versus smaller companies. Another reason for the presence of CSR in these nations and countries is the complexity of the economic system of a developed nation or company provides a stronger safety net to allow to mitigate or delay any negative effects or impacts of CSR (Besley 2007). The richer our societies, the higher the demand for CSR.

Another motivation for the CSR movement is the availability of information. Information about companies' practices throughout the world has become much more accessible and quick to travel. From a public relations stance, the momentum of CSR can be attributed to the positive marketing effect of a strong CSR presence and stance. Simply put, the public's awareness and demand of CSR has risen significantly (Besley 2007).

The concept of CSR as a normal good and the increasing availability of information helps one see the reason for the CSR movement, and now one must ask the reasoning of CSR in businesses specifically. Some CSR advocates argue there is a good business case for CSR, while others discuss it in terms of sacrificing some profit for the social good. Bénabou and Tirole's research argue three possible understandings of corporate social responsibility: the adoption of a more long-term perspective, the delegated exercise of philanthropy on behalf of stakeholders, and insider-initiated corporate philanthropy.

The first view of CSR, with which I now personally ascribe to after the research, is 'win-win,' where being a good corporate citizen can also make a firm more profitable. CSR is about

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taking a long-term perspective to maximizing profits, suggesting that socially responsible investors stand to correct for short-termism, where firms suffer from short term bias. Short term bias is where management's decisions are based on immediate impact. For example, a short term bias would suggest for a firm to pollute the nearby river to dispose of waste because profits could be retrieved quickly and in a larger quantity, because the firm doesn't need to pay for a more environmentally sound waste disposal. However, a socially responsible investor would not choose to invest in this company. Thus, investors invest in companies that are responsible, and those companies will maximize profit by attracting those investors (Bénabou 2010).

In the same vision of CSR, 'win-win,' CSR can be strategic in order to strengthen one's market position. Some corporations provide incentives for employee engagement in community service, thereby boosting public relations with the local communities and attracting motivated employees (Brekke 2008). For example, Microsoft recently received the Reputation Institute's award for Best CSR Reputation. How did Microsoft earn the best CSR reputation? While Microsoft has a small Citizenship team at the corporate level, they have Citizenship Leads across the globe and they work daily in collaboration with a wide range of stakeholders on a range of issues important to local communities. This presence in local communities improves their marketing efforts even more and makes local citizens interested in the Microsoft business, seeing the direct impact and presence they have in their own community (Smith 2012).

A second vision of CSR is the 'delegated philanthropy.' This is where some stakeholders (investors, customers, employees) are often willing to sacrifice money to further societal goals, demanding corporations to engage in philanthropy on their behalf. To these stakeholders, the transaction costs are lower if the delegation of these actions is done through the corporation, which already is involved in relations in the community and has financial backing more than the

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stakeholders see as their own personal ability. Stakeholders see firms as being able to deliver goods and services to those in need more effectively and efficiently than themselves, the government, or other philanthropic intermediaries could (Bénabou 2010).

The idea that firms are exercising CSR in response to consumer and investor demand, in direct relation to the view of CSR as a normal good discussed above, is consistent with the greater prevalence of such practices among firms that are large and profitable. These companies are scrutinized by the public eye and Nongovernmental Organizations (NGOs). This visibility with respect to stakeholders demanding socially responsible actions incentivizes firms to engage in such behavior (Bénabou 2010). Management caters to demand and maximizes profit. In vision 2, ‘delegated philanthropy,’ profit-maximization and CSR are consistent.

The final vision of CSR is worth mentioning, but not as prevalent in findings, and that is ‘insider-initiated corporate philanthropy.’ This reflects management’s or the board members’ own desires and imposing those on the corporation. Profit is not typically maximized in this vision, and these initiatives often come under attack as these efforts often raise corporate governance issues (Bénabou 2010).

In summary, we see that corporate social responsibility is ambiguous in terms of its motivation, driven by a complex set of reasons. We now transition to the implementation of these programs. A very helpful journal simply explains how corporate volunteer programs are run in the Chicago area and why employees find such programs beneficial (Benjamin 2001). This example provided some interesting feedback with which to compare the Knoxville programs and attitudes to later in the paper. A survey of individuals who manage corporate volunteer programs in the Chicago area detailed the organization and results of their corporate volunteer programs.

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Corporate employee volunteer programs include a variety of company-sponsored efforts to encourage employees to donate time and skills in service to the community. Employees may opt in more quickly than they would another activity because nonprofit volunteering can be an outlet for the generous impulses of individuals (Rose-Ackerman 1996). Corporations provide new talent, energy, resources, a fresh perspective, as well as low cost solutions to meeting needs of different non-profits in the area. For the most part, however, publications on corporate employee volunteerism focus on guidance for company administrators rather than on analyses of either data or theoretical questions. The goal of the research in Chicago was to identify benefits to the company and align volunteerism with a corporation's mission and philanthropy (Benjamin 2001).

While there are many goals for these efforts from a corporation's perspective, "teamwork skills" is a key goal for employee volunteerism programs. Much less frequently reported (goals) are the needs of the community. Although this many seem disheartening, this is showing that these endeavors are not pursued merely for emotional satisfaction, but rather for the positive effect they have on the business, the second definition of CSR mentioned earlier. For although the majority of administrators reported that community and agency needs are "very important" in selecting projects, in reality employees' needs are solicited and given greater weight (Benjamin 2001).

The potential for enhancing customer relations is another large factor weighed in making decisions about their corporate volunteer program. Improved corporate image in the community, enhanced employee morale in the workplace, and fostering an employee's sense of wellbeing were the driving factors which led to CSR found in the Chicago area. Having employees experience teamwork, boosting employee morale, and reinforcing corporate culture were

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subordinate results. The utilization of employee volunteer programs to “support core business functions”, the idea of developing employee skills, was an outcome of corporate volunteerism which was found to be valued. The majority of businesses now connect their volunteer programs to factors “directly affecting profitability” (Benjamin 2001).

The limitations of the Chicago survey was that most of the effects were primarily hearsay and opinions, since there was no way to prove these effects took place. Program administrators were aware in only a limited fashion of whether their goals and desired results were being transformed into actual achievements, because they only tabulate output (quantity of hours and volunteers) rather than impact (effect of volunteerism).

The most recurring emphasis of Benjamin’s research is on serving employees and agencies through these volunteer programs. While the benefits seem to be directed towards the business, it is important to note that corporations may be viewed as a valuable resource for locating and soliciting the volunteers which so many agencies find difficult to obtain (Benjamin 2001).

Employees who volunteer time believe that such experiences benefit them personally and improve their ability to perform their work duties when the volunteerism has some overlap to duties they have in the workplace, such as teamwork or communication. Furthermore, the perceived impact of volunteer activities on employees included: an improved ability to cope with job challenges; the development of contacts and skills that can be used on the job; improved self-esteem and a sense of pride. These factors can increase an employee’s ability to be proactive problem solvers on the job, because they gain increased people skill and ability to work as part of a team. They can identify more innovative approaches in responding to difficulties and find a

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greater appreciation for the organization they work for after seeing the contributions to a “good cause” (Geroy 2000).

These positive effects of volunteerism have long been recognized, because they support, facilitate, or enhance work life (Hodson 1984, Rose-Ackerman 1996). One often cited criticism is that non-work activities detract from one’s effectiveness on the job. Geroy found that non-work activities do not detract from an employees’ effectiveness in the workplace, but improve both morale and productivity, while softening the impact of work problems. Additionally, volunteerism may be the low-cost answer to corporate training needs (Geroy 2000) which makes volunteerism a low-cost benefit to corporations (Benjamin 2001).

In Geroy’s research, volunteer activities do give one “good feelings” that you do not always receive in the workplace, which enables the volunteers to be in high spirits during major organizational changes. In other words, these employees become more amicable despite any conflicts in the firm. A number of the respondents claimed that the volunteer activities gave them new ideas they could use in the workplace, enabling them to be more creative. Geroy also found that many volunteers were under the impression that management looked favorably upon their efforts, because of their view that anyone who is willing to step out of their comfort zone is perceived as important. All but one respondent agreed that volunteer activities “energized” them and they were more able to take on the challenges of the job (Geroy 2000).

Financial Impact

Moving towards the bottom line, one study conducted a meta-analysis, combining results of several studies that address hypotheses related to corporate social and corporate financial performance (CFP). Since I was unable to assess financial performance at the level of my research, this analysis, finding 167 studies and 192 effects, forms the backbone of the

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relationship. Overall, there seems to be no or only a slightly positive correlation between socially responsible behavior and corporate returns, but no financial penalty for CSR (Walsh 2007). Visions one and two of CSR ('win-win' and 'delegated philanthropy') both predict a positive correlation between CSR and profits, usually up to a point before leveling off (Barnea 2006).

The financial piece is critical, because a firm's attempts to fund projects and efforts that may be viewed outside enhancing shareholder value are subjected to rigorous financial analysis. For example, Home Depot came under criticism in 2005 because their business practices in community investment did not seem to enhance their low stock price (Business Week), reflecting the dominant orientation of the firm existing solely to enhance shareholder value. A positive link between corporate social performance and financial performance would legitimize doing good on economic grounds, licensing companies to pursue the good, even accruing additional costs to enhance their bottom line. However, this link has never been proven in entirety, as there have been over 160 studies conducted since 1972 (Walsh 2007).

Better corporate social performance (CSR) seems to be positively related to better financial performance, regardless of which is pursued first. Stakeholders have expectations in both arenas, and meeting these expectations in advance of them becoming problematic reflects proactive attention to domains the stakeholders have deemed as increasingly important. Aligning stakeholder interests to the very definition of CSR makes these relations more prominent in the link to financial performance (Waddock 1997).

Across all the studies in the meta-analysis, 58% request a non-significant relationship, 27% a positive relationship, and 2% a negative relationship between CSR and CFP. Companies do not appear to have suffered financially for socially responsible investments, but they are not

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richly rewarded either. Thus, CFP should not be the justification for CSR, but the justification should come from elsewhere. However, it is important to note that ignoring CSR could cost a firm dramatically. For example, Wal-Mart's late arrival to CSR stalled its efforts to buy a bank and launch a credit card business (Leonhardt 2006). A firm needs a society's approval to operate, and CSR is a large part of that approval (Post 2002).

Waddock's findings indicate minimally that attention to CSR does not represent a competitive disadvantage, but a competitive advantage. Better performance along CSR dimensions allows companies to attract better employees more easily and interact with the community. Waddock claims that CSR has changed to no longer be a discretionary activity, but that CSR is linked to performance itself. Expenditures in key stakeholder domains become an important element of improved corporate performance. Creating this strong corporate and social performance elicits greater loyalty from two important stakeholders: employees and customers (1997).

Once again, 167 studies later, managers may be exactly where they were when the CSR movement began: seeking criteria with which to justify when CSR makes sense and how to advance both CSR and CFP together. This continuing quest may be of little value, for the benefits and drawbacks of CSR do not seem to be clear-cut (Walsh 2007). The other aspects of CSR-CFP are more important, such as the effect on employee commitment and satisfaction. A major problem with trying to define the CSR-CFP link is the lack of causal relationships. It is necessary to study mechanisms systematically, which is why my research is relevant to this study.

The key financial factor for corporate volunteer programs is on the internal elements of administration. Only half of the respondents in the Chicago study are aware of any formal

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policies within their company regarding these programs financially (Benjamin 2001). This lack of communication and confidence could fail to foster employees' goodwill. It can potentially risk reduced volunteer numbers. If this happens, employee volunteerism then becomes a serious cost for the company (Muthuri 2009).

Another concern with financial interpretation is the difference between simple "posturing" on the part of companies to improve their external reputations, boosting employee morale, and improving investor relations. I have personally experienced this with companies I have worked for, where their money is not where their mouth is, as the popular saying goes. Good managers may not be fully committed to CSR, but they may recognize the certain benefits from appearing to support social performance goals. Such managers may pursue these goals just enough to avoid significant bad publicity, but with minimum investment. On the positive side, CSR expenditures, whether derived from real intent or posturing behaviors, may, once implemented, result in actual improved attention by key stakeholders. They may provide benefits beyond their costs that are eventually reflected in financial performance (Waddock 1997).

Whatever accounts for the active interest in the connection between CSR and CFP, the justification of CSR rests on a range of considerations beyond CFP. Strategic managers are constantly faced with the decision of how to allocate scarce resources in an environment that is placing more pressures on them, and now these decisions are more complex as companies are assessed not only on their financial outcome, but also on the ways in which their companies measure up to a broader set of society's social expectations (Waddock 1997), and this matters as more and more companies invest in CSR. The demands and challenge of meeting demands for organizations will not recede with a simple correlation of CSR and CFP.

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Other Benefits to CSR

There may be some less obvious benefits of employee volunteerism worth mentioning. A very interesting empirical study uncovered a possible relationship with external corporate social responsibility and internal employee compliance, an employee's intention to comply with the firm's internal legal and ethical standards (Houghton 2009). According to one study, when organizations demonstrate CSR with behaviors external to the firm, such as employee volunteerism, their employees are more likely to demonstrate uncompromised legal and ethical compliance internally. Furthermore, employer-sponsored volunteerism is strongly associated with a positive organizational identity (Houghton 2009) and greater organizational attachment (pride in and loyalty to the company) which is almost identical to our construct of employee commitment, a variable that measures a firm's ability to retain talent.

An interesting buzzword that I continually came across was social capital, with one paper claiming the quality of the people to be related to the attitudes towards social responsibility. The network dimension of social capital directly feeds into the creation, maintenance, and management of meaningful stakeholder relations (Muthuri 2009).

A crucial and long-standing element in CSR is community involvement whereby corporations act as 'citizens' to give back to their community and live up to being responsible members of their (mostly local) communities. Employee volunteerism consists of ongoing and coordinated business support for staff involvement in the local community, and Muthuri found that employees are motivated by a sense of reciprocity. Employee volunteerism also facilitates social networks and trusting relationships, although these relations can die if they are not maintained.

The Role of Expectations

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There has been a response to increased expectations for companies that interact with the public to be socially responsible, and this affected the choice of the companies I surveyed to establish the effects of these efforts in Knoxville. The creation, maintenance, and management of meaningful stakeholder relations can be achieved through employee volunteerism, which is also a very tangible means of enhancing a company's trustworthiness. Volunteerism can be one successful avenue for knowing more about stakeholders' ethical expectations of the company and for reaching shared understandings of the values which should govern its business practices, especially if the stakeholders exist in some form at the volunteer organization. These efforts encourage social cooperation with community actors, which brings opportunities for building business-community partnerships and mobilizing resources while also benefiting employees, community organizations and the public at large (Muthuri 2009).

The perceived increase in the pressure that corporations face to assume responsibility in the community in which they operate is a trend that does not seem to be going away (Collins 2001, Walsh 2007). Yet, companies may have much to gain from such programs. There is evidence that benefits "spill over" to the job (Geroy 2000).

Implications of the Research and My Findings

My paper draws on the results and portrayal of corporate volunteerism specific to the Greater Knoxville area, expanding the literature to a geographic area not yet studied. I found evidence relating the importance and impact of corporate volunteerism, as well as some evidence for where corporations should target this volunteerism and potentially change some practices. I offer first hand evidence within the service sector.

Chapter 4 – Methodology

I studied the impact corporate volunteerism has on employee satisfaction and employee commitment. Although I began with a desire to see the impact of CSR on profits, the bottom line, there was much difficulty in deriving that. This difficulty came about as data sets measured CSR and financial performance in a variety of ways, and the actual evidence is nearly impossible to extract. Even in the meta-analysis of all the research done dating back to 1972, the researchers claimed the quest to be somewhat of a dead end (Walsh 2007).

The other aspects of CSR-CFP are more important, such as the effect on employee commitment and satisfaction. It is necessary to study mechanisms systematically, which is why my research is relevant to this study, establishing a connection with these constructs as opposed to profits.

Employee commitment is an employer's intention to continue with a firm, to remain employed there long term. Employee satisfaction is how happy they are within their current work environment. Both variables relate to profitability, with satisfaction having a larger affect on profitability. Employee commitment enhances profitability from low turnover, which lends for lower training and hiring costs. Employee satisfaction is essential in the service sector particularly, because happy employees have a positive effect on the end consumer, who will return to the company and use more or continue to use the products and services.

I conducted mixed methods research. I implemented quantitative measures in the form of two surveys, one with two large Knoxville employers, 21st Mortgage and Knoxville Utilities Board, and one with the undergraduate students from the College of Business Administration at The University of Tennessee. I also use a case study with an in-depth analysis on volunteer programs at 21st Mortgage. It is possible I have selection bias with the surveys, because all

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students were undergraduate business students or employees within a large Knoxville firm. Thus, the external validity of my research (the ability of the results to be generalized to the rest of the population) is minimized. The results should be interpreted carefully and not applied to the greater population as true in every case.

Two studies in particular helped me to define my constructs and establish relationships more clearly. Hodson's study is where I found my definition for worker commitment (1984). Although conducted over twenty years ago, the definition still remains the most accurate for my purposes. Two aspects of job commitment, intended continuance and perceived status, are important to the organization because of their close relationship to turnover and absenteeism. Commitment, distinct from job satisfaction, helps maintain a body of employees suitable for promotion within the firm's internal labor market. This maintained loyalty reduces turnover, which is costly to the firm, and maintains worker motivation.

"Intended continuance" implies most directly an intention to maintain employment with an organization. "Intended continuance" is strengthened as one spends more time within an organization and becomes more deeply involved in its broader social network. "Perceived job status" refers to the workers' perceptions of how others in the community regard their jobs. Hostile community attitudes toward a job or organization impede job commitment, but a positive community bolsters it. This is a reflexive component of job commitment that may also be associated with a more general identification with the organization's values and goals (Hodson 1984).

Hodson's study shows that job commitment is affected by size of the company, job pressure, and supervision. In the monopoly sector of the business sphere, the large companies with high pressure and lack of personal supervision lead to lower job commitment (Hodson

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1984). These employees do not feel connected with their jobs, and American workers feel a certain amount of hostility towards large, corporate employers. On the other hand, occupational prestige, whether one feels important, seems to have the largest influence on job commitment. Moreover, how one thinks others regard them holds them is essential of job commitment. In smaller companies, employees tend to hold higher ranks earlier and feel valued. In terms of volunteerism programs, this leads one to think that many workers are not going to be swayed by positive programs offered by larger corporations, such as IBM, because they view these corporations as a tyrant. Focusing my study in the Knoxville area enabled me to eliminate much of this hostile attitude, because the corporations in the location are not on the monopolizing end of business, to where employees feel a tyrant employs them. Employees do not feel that way in these corporations, because although large, the companies are not known on a national level. While Knoxville Utilities Board, one of the firms I studied, is a monopoly, the geographic location helps to eliminate the hostile attitude towards it.

A study by Evanchitsky portrayed an additional way to measure employee satisfaction, as a combination of overall satisfaction, supervision, organization of work, and team climate. Employee satisfaction is of key importance because it acts to strengthen the impact of customer satisfaction on customer purchase intentions. Vigilant customers can observe if an organization has fulfilled its obligations toward employees by satisfying the employees' needs. Employees' needs now include the need to give back to their communities (Evanchitsky 2011). Satisfied employees can provide signals to customers that reinforce the customer satisfaction – purchase intention link, making it stronger. The link between customer satisfaction and purchase intention is weaker when employees are dissatisfied.

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Overall, the survey research designated attitudes towards volunteerism and satisfaction at work. I received 193 responses from the employees of Knoxville firms and 189 responses from students. In the surveys, I included contingency questions to gauge the nature of the responses. I looked at attitudes at 2 different companies in relation to amount of the volunteer work. I conducted an in-depth case analysis at one of those companies. A key issue that I encountered in this survey research in relation to external validity was social desirability, the tendency of respondents to answer questions in a manner that will be viewed favorably by others. It can take the form of over-reporting "good behavior" or under-reporting "bad," or undesirable behavior. For example, a student may claim to volunteer more often than they actually do. I confronted this risk with carefully worded questions and structure, and I was aware of the potential implications in the results.

Samples Described

My sample of employees had a wide range of age and duration of employment. I controlled for various demographics, such as age, gender, tenure with company, and wages. My sample of students ranged from freshmen to seniors, with an even split of male and females. Since I conducted research on a narrow level, I made sure that my sample best reflected the population I studied and made careful note of that in my findings.

Of the undergraduate students, 94 were males and 95 were females. Further segregating the survey, 56 respondents, 30% of the sample, were seniors, 54 (39%) were juniors, 39 (21%) were sophomores, and the remaining 39 (21) % were of freshmen status. One last demographic of concern would be academic prestige, with 35 students (19%) ranking in the highest GPA range of 3.8-4.0. The majority of the respondents (38%) held a GPA within the range of 3.0-3.49,

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34% within the range of 3.5-3.79, and the remaining 11% below a 3.0. Demographics can be seen in the appendix Table 1.

The survey had 100% completion rate for those who opened the link, with no participants opting out or not answering an item number. By emailing the prospective participants through their student e-mail accounts and the undergraduate business “listserv”, the integrity of the population was ensured, that all the respondents were truly University of Tennessee students. The e-mail included the link to the Qualtrix Survey (an online survey researching tool), introduction to my project, and a request for participation. This letter can be found in the appendix Exhibit A.

Touching briefly on potential bias, the main factor to consider is that the sample was only undergraduate business students. It is clear the College of Business culture will have a large effect on the attitudes towards corporate volunteerism as a whole. As a result, this sample should not be considered a true representation of attitudes for all students at all universities.

Of the employees, 73 were males and 120 were females. 94 of the respondents, 48.7% of the sample, were between 21 and 29 years old, 38 of them, 19.7% of the sample, between 30-39 years old, 28 participants, 14.5% of the sample, between 40-49 years old, 22 (11.4%) between 50-59 years of age, 7 (3.6%) over the age of 60, and the remaining 4 people (2.1%) between 18-20 years of age. The other demographic of most concern was tenure with the company. Thirty-nine percent of the respondents have been with the company for 1-5 years, 20.2% for less than 1 year, 18.1% for 6-10 years, 13% for more than 16 years, and the remaining 9.3% for 11-15 years. Finally, it is noted that 81.8% of the employees hold hourly positions, while the remaining 18.2% are on salary. Demographics can be seen in the appendix Table 2.

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The survey had 100% completion rate, with no participants opting out or not answering an item number. By emailing the prospective participants through their work e-mail accounts, the integrity of the population was ensured (all respondents were genuine employees of KUB or 21st Mortgage). The e-mail included the link to the Kwik Survey (an online survey researching tool), introduction to my project, and a request for participation. A statement concerning the confidentiality of the results of this survey was also clearly communicated. This letter can be found in the appendix Exhibit B.

Touching briefly on potential bias, the main factor to be considered is that only two Knoxville firms responded to the survey. It is clear the company culture will have a large effect on the attitudes towards corporate volunteerism as a whole. As a result, this sample should not be considered a true representation of employee commitment and satisfaction as a result of volunteerism for all employees at all companies.

Chapter 5 – Results

Student Survey

Surprisingly, it does not seem that students view corporate volunteerism as important when looking for postgraduate employment. Undergraduate students were asked to rank the importance of different company attributes from “Most Important” to “Least Important,” and the results are shown in the appendix Table 3. Community outreach and volunteer efforts by potential employees seem to be relatively unimportant for the students. By far the most important issues are those of compensation and opportunities for promotion and advancement.

Looking at Item #5 on the student survey, “How important is active employee volunteerism to you when considering a company to work for?” more students were at ‘neither important nor unimportant’ than below this mark. This leads one to think that there is little value

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in community outreach and volunteerism from the viewpoint of potential new hires. Only 34 students (18%) felt this factor was somewhat unimportant or unimportant. (See appendix Graph 1). While the attitude towards volunteerism was nowhere near what recruiters may think (see Case Study results), there is some appeal for it.

Employee Survey

Overall, the employee survey showed positive effects of volunteerism on employee attitudes. However, there was more of an effect on worker satisfaction than employee commitment to the firm (the two constructs used to determine overall effect and bottom-line outcome).

Employee commitment to the firm was measured by the response to Item #10, “Would you be inclined to recommend an open position at your company to your friends?” This was worded using the definition in Hodson’s research. Those who are likely to recommend an open position at their firm are more likely to have pride and loyalty. The question was asked in this manner as to avoid social desirability from an alternative way of asking the question, such as a simple “Do you intend to stay employed here for 5 more years?” Had the question been asked in this manner, respondents may have feared someone finding their response out and affecting their current situation of employment. In summary, to gauge employee commitment requires carefully worded questions.

However, I found that those who did participate in volunteer efforts were almost equally as likely to recommend an open position at their firm as those who didn’t participate. Thus, I do not have evidence that volunteer efforts either increase or decrease the likelihood of a stronger commitment to the firm. From those who participated in volunteering, the mean of

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recommending an open position was 1.07¹ (with a statistical significance of $p < .05$) versus a mean of 1.083 ($p < .05$) of those who did not participate in volunteering (See appendix Exhibit D). One can see that this difference is not strong enough to make any conclusion about the effect of volunteer efforts on employee commitment.

The term commitment was measured based on how likely an employee was to recommend an open position at their place of work to a friend. Employee commitment is a combination of intended continuance and perceived status. Those who are more likely to continue and perceive themselves as more regarded in the workplace were more likely to recommend an open position at their firm.

However, the number times employees participated in volunteer efforts did have a larger impact on overall employee satisfaction with the firm. Graph 2 (see appendix) shows the increase in overall satisfaction increased as the number of times employees volunteered increased. In fact, no one who participated more than 5 times in volunteer efforts over the course of the past year ranked satisfaction as 5 or less (indifferent or unhappy), which may also suggest that increased satisfaction leads to willingness to volunteer.

Similarly, it can be seen that those who participated averaged a mean of 8.07² on the satisfaction scale (1-10 ranking), and those who didn't averaged only 7.69³ (see appendix Exhibit E). While this may not seem like a large difference, any increase in employee satisfaction could have a positive impact on the bottom line of a company. This impact on the bottom line occurs because happy employees have a greater impact on the end consumer, providing better customer service. This enhanced customer service, especially in the service firms that were surveyed,

¹ A ranking of 1 indicated that an employee was more likely to recommend an open position to a friend, a ranking of 2 indicated the employee was not likely to recommend an open position to a friend.

² Significance $p < .05$.

³ Significance $p < .05$.

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increases the retention of customers and enables a company to benefit from happy, repeat customers. If the employees who participate are more satisfied than those who don't, they will bring more value to the company.

For the purpose of analysis, the term satisfaction was based on overall satisfaction on a scale of 1-10, controlling for gender, age, tenure, and type of payment (hourly vs. salaried). Due to the nature of volunteer work, both the people attracted to it and the psychological effects of the effort, tend to positively relate to job satisfaction.

Running a regression of satisfaction versus number of times participated, it can be seen that an increase in the number of company-sponsored volunteer efforts leads to a .2579 increase in satisfaction (see appendix Exhibit F). In other words, volunteering in 1-2 more activities caused employees to rank their overall satisfaction at their company by $\frac{1}{4}$ of a point each time⁴. Thus, incorporating more opportunities to volunteer makes employees happier and more satisfied with their firms.

Case Study

From the case study at 21st Mortgage, Mr. Gene Crabtree, chief recruiter for the Knoxville-based manufactured housing lending company, explained the impacts corporate humanitarian partnerships have on their business (see appendix Exhibit C for full interview notes). 21st Century Mortgage is a full service wholesale lender specializing exclusively in manufactured home loans. The company originates and services loans in 42 states, predominately in the Southeast and Southwest. Loans are originated through relationships with manufactured home retail organizations, direct mail solicitation, and referrals from brokers. 21st Mortgage also makes loans directly to those who are buying a manufactured home or refinancing a manufactured home they already own.

⁴ This regression had a significance $p < .017$.

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With 600 employees, 21st Mortgage is included in Knoxville's Chamber of Commerce's "Top Employers in the Knoxville Area." This designation and their continual efforts in CSR made 21st Century Mortgage an ideal candidate for a case study. I was looking for a company with a variety of efforts for which I could potentially survey the greatest number of persons. Furthermore, as a service company, they stand to gain the greatest impact from CSR. Service companies have more direct contact with their end consumers and that contact requires customer service. If CSR makes for more satisfied employees, then they will have a better impact on the customer.

21st Mortgage incorporates numerous and varied humanitarian partnerships into their business model. A significant example is their allowing employees to continue to be paid, remaining on the clock, while mentoring inner city children at Norwood Elementary. They have been mentoring students there for six years, to date. Crabtree says the impact on the students and employees alike improves business, incorporating a sense of compassion and "giving back" mentality.

Why are these actions encouraged at the company? Crabtree says, "We want people around who care." The company is looking for high integrity, high intelligence, and energy in their employees, and these efforts seem to attract and retain those sorts of individuals. All the feedback is positive, meaning that employees see this as a beneficial use of their time. Mr. Crabtree uses these efforts and advertises them as a main tool for recruitment for potential new hires, which begs the question "do students care about this when they search for jobs?" If companies are advertising, thinking it will attract the best potential new employees, is that attitude echoed at the student level? Are the best students drawn to these sorts of efforts? The

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survey results did not show students to be attracted to these causes, but 21st Mortgage claims to have experienced otherwise.

My null hypothesis that corporate humanitarian partnerships have no effect on employee commitment and satisfaction cannot be rejected in full. However, I can conclude that corporate humanitarian partnerships have a positive effect on employee satisfaction⁵, but not necessarily employee commitment⁶. With the combination of literary research, I believe that there is a strong argument for the effects of corporate humanitarian partnerships on employee commitment; I just cannot make the argument with my results from the surveys.

Chapter 6 – Discussion

With the recent upsurge in corporate volunteerism, several studies have shown that these efforts to reach out and have a social impact for good in the community have a positive effect on the business as a whole, though not always quantifiable. Those who have been able to quantify it have done so on a small scale. Aside from being socially desirable and reputable, goodwill has always been hard to put a number on, as any accountant would agree. Thus, the purpose of this study is to measure the effects of corporate volunteerism on employee satisfaction and employee commitment within the Greater Knoxville area.

Based upon past studies and results, it was hypothesized that both dependent variables would be positively correlated with a presence of required volunteerism or active employee volunteerism. These positive correlations would indicate advantageous relationships between employee volunteerism and employee satisfaction as well as employee volunteerism and employee commitment.

⁵ Overall attitude towards current work situation.

⁶ Intention to stay employed at current firm.

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The surveys, which were distributed via Qualtrix and Kwik Survey, two online survey hosts, can be found in the appendix Exhibit G and Exhibit H. The responses, which were originally qualitative in nature, were coded numerically in order to provide the quantitative results that could be analyzed. Further analysis was performed through the case study, where Mr. Crabtree's first-hand account of the effects of corporate volunteerism was taken into consideration with the results.

An implication for a practicing manager would be to identify the skills that the firm lacks and cannot seem to provide and find a volunteer endeavor that would develop that skill. Employees cannot be made to volunteer to further their careers, but they may see the impact these activities have on their coworkers and diversify their skill set by seeking out such opportunities. The employer's role is to suggest strategy, create policy, and implement sound procedures or practice. This plan must support and encourage employee volunteerism.

This research is important, because I looked at not only a geographic area that has yet to be studied, but also specific effects that could impact a company (employee satisfaction and employee commitment). These two constructs are hinted at or studied as a factor in the previous literature (Walsh 2007), but not as the focal point. I am able to prove the effects of employee volunteerism in the Knoxville area in relation to employee satisfaction and employee commitment.

Limitations of this Study

The results of this study should be interpreted in light of several limitations. To begin with, only two firms were sampled for the employee survey. This means that only two corporate cultures are reflected in the study even though the employees are of varying personalities, positions, and dispositions. This detracts from the sample's ability to accurately reflect the entire

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population's likely results. Related to this is the relatively small sample size. The results would have higher statistical relevance and be able to be interpreted at a higher confidence level had a larger sample responded. Only one population of students was surveyed to reflect the attitudes of potential new hires. This too detracts from the sample's ability to accurately reflect the entire population of potential new hires likely results.

The other limitation was the self-reported measures, indicating some effect of social desirability, what the respondent wants to be true of him or herself as opposed to the actual representation. Also, since the surveys were distributed through their work e-mails and school e-mails, respondents may have felt pressure to answer as their institutions would want them to, wanting to represent their company or university positively even if they felt differently.

Chapter 7 – Conclusions

I learned, that, although very difficult to quantify, corporate humanitarian partnerships seem to exist for the benefit of both the firm and person participating. The literature, surveys, and case study all seem to indicate such a symbiosis.

In conclusion, I can positively say that corporate humanitarian partnerships have a positive effect on employee satisfaction, although I cannot comment on their effect on employee commitment. I would strongly advise corporations to engage in such partnerships, although, and find out firsthand why so many companies are doing just that.

As further emphasized by this analysis, there are many possible reasons for corporate social responsibility. Whether it is for a business case (where the business benefits in the long-run), acting on behalf and for stakeholders (delegated philanthropy), or even insider-initiated (simply at the notion of executives), prosocial behavior is driven by a complex set of motives. It

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is important to have a good understanding of these motives to be aware of people and society's desire to behave in this way.

This trend is not going away, and that is a great sign! Caring about causes that impact the way we live and work should be a sign of hope - people do care about more than dollar value, and sometimes, that care can pay off monetarily. Organizations have an impact on our lives and people are choosing to pursue meaningful purposes through the organizations. There is a demand for organizations that do well and do good for society, which lends to further research on the role of the firm.

There are a few obstacles that hinder a company from pursuing CSR, mainly the lack of ability to link CSR to CFP (corporate financial performance). While employee satisfaction increases customer satisfaction, which drives profit, there is not much direct link to corporate financial performance. The results of this study reaffirm that the reasoning behind CSR must go beyond CFP. Although, my original quest was to establish this link, I learned that the reasoning for CSR are much more complex.

The positive effects of CSR take time to come into fruition, and this research established some of those positive effects in the Knoxville area, mainly employee satisfaction. Knoxville is a growing economic community, and with that growth comes opportunity. The CSR movement is gaining momentum, and I predict we will see that momentum more in this area. With local government, business, nonprofits, and the community of Knoxville all working together, I predict this growth in CSR to be at the forefront, and eventually trickle down to that ambiguous link to the bottom line.

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Figures and Tables

**Table1
Demographics of 189 Student Survey Participants**

	Number	Percentage
Gender		
Male	94	50%
Female	94	50%
Total	189	100%
Year in School		
Freshman	39	21%
Sophomore	39	21%
Junior	54	29%
Senior	56	30%
Faculty/Staff	1	1%
Total	189	100%
GPA Range		
3.8-4.0	35	19%
3.5-3.79	63	34%
3.0-3.49	71	38%
2.5-2.99	13	7%
2.0-2.49	5	3%
1.5-1.99	0	0%
Under 1.5	1	1%
Total	188	100%

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Table 2
Demographics of 193 Employee Survey Respondents

	Number	Percentage
Gender		
Male	73	37.8%
Female	120	62.2%
Total	193	100%
Age		
18-20	4	2.1%
21-29	94	48.7%
30-39	38	19.7%
40-49	28	14.5%
50-59	22	11.4%
60+	7	3.6%
Total	193	100%
Tenure		
<1 year	39	20.2%
1-5 years	76	39.4%
6-10 years	35	18.1%
11-15 years	18	9.3%
16+ years	25	13%
Total	193	100%
Compensation Type		
Hourly	157	92.7%
Salaried	35	18.2%
Total	193	100%

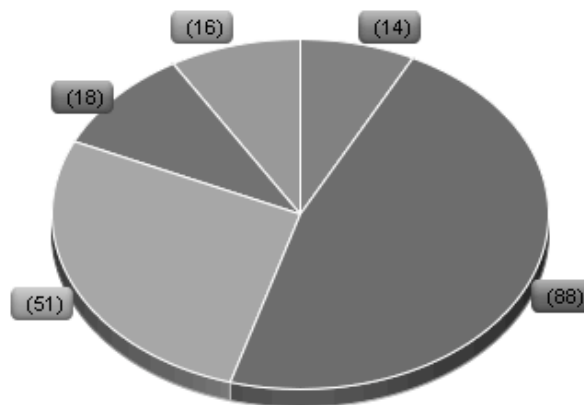
Table 3
Undergraduate Student Ranking of Important Company Attributes –
 1(Most Important), 10 (Least Important)

Ranking	1	2	3	4	5	6	7	8	9	10	Total
1 Compensation (Salary and Benefits)	82	45	23	12	9	9	0	1	2	2	185
2 Opportunities for Promotion/Advancement	31	66	41	24	9	7	3	3	0	1	185
3 Training	5	16	28	22	29	27	23	16	12	7	185
4 Mission Statement	14	11	10	13	21	29	20	31	18	18	185
5 Company's Overall Profitability and Net Worth	10	9	24	28	23	21	31	20	13	6	185
6 Community Outreach and Volunteer Efforts	1	1	3	13	21	31	29	36	33	17	185
7 Environmental Consciousness	3	5	4	3	7	8	32	28	48	47	185
8 Admired Leadership	7	7	13	25	33	25	23	27	17	8	185
9 Reputation	31	21	32	34	23	13	11	6	13	1	185
10 Size of the Company	1	4	7	11	10	15	13	17	29	78	185
Total	185	185	185	185	185	185	185	185	185	185	-

Graph 1 – Students Responses to Item #5: How important is active employee volunteerism to you when considering a company to work for?

Very Important
 Somewhat Important
 Neither Important nor Unimportant
 Somewhat Unimportant
 Unimportant

Importance of Active Employee Volunteerism



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Table 4
Comparison of Employee Commitment from those who volunteered in the past year vs. those who did not

Variable	Observation	Mean	Std. Dev.	Min	Max
Did volunteer in past year	155	1.070968	.2576033	1	2
Did not volunteer in past year	36	1.08333	.280306	1	2

Graph 2
Times Employee Participated Vs. Overall Satisfaction

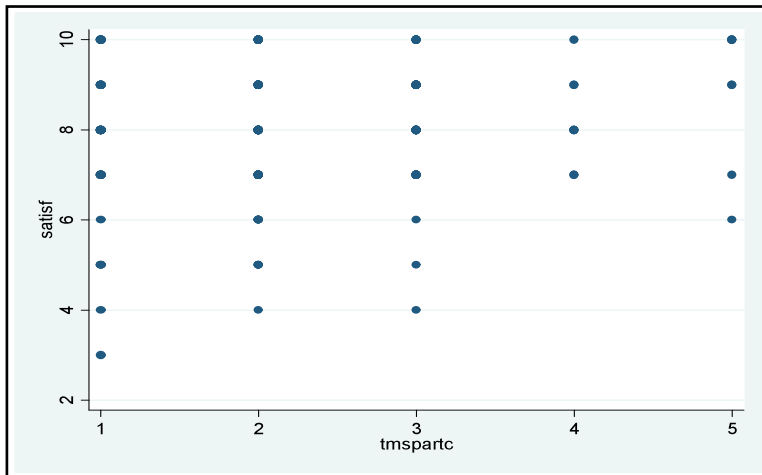


Table 6
Comparison of Employee Satisfaction from those who volunteered in the past year vs. those who did not

Variable	Observation	Mean	Std. Dev.	Min	Max
Did volunteer in past year	156	8.076923	1.416668	4	10
Did not volunteer in past year	36	7.694444	1.687254	3	10

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Table 7
Regression Results of Satisfaction on Number of Times Participated in a Volunteer Effort

Satisfaction	Times Participated	Constant
Coefficient	.2597993	7.386958
Standard Error	.1082882	.2722188
t	2.4	27.14
P>t	.017	0.00
95% Confidence Interval	[-.0461906,.4734081]	[6.84998,7.923935]

$R^2 = .0269$

Adjusted $R^2 = .0244$

Number of observations = 191

Prob > F = .0174

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Appendix

Exhibit A

Letter to Undergraduate Business Students – The University of Tennessee

You have been invited to participate in a short survey that supplements the research for my Global Leadership Scholars honors thesis, which explores the importance of corporate humanitarian partnerships and employee volunteerism. The research is intended to better inform the community about how students view employee volunteerism and its impact.

I would truly appreciate participation from faculty and students. The survey should only take a few minutes to complete.

https://qtrial.qualtrics.com/SE/?SID=SV_ezIEw3dZXUKyHVb

Thank you in advance for your participation.

Sincerely,

Becca Keyes

Exhibit B

Letter to Employees – 21st Mortgage

Season's Greetings, 21st Mortgage!

In an effort to complete my Senior Thesis at the University of Tennessee, 21st Mortgage has agreed to help me out! Your input can help me learn the impact of corporate volunteerism, and 21st Mortgage will be acknowledged as a supporter of research at the University of Tennessee! I estimate that it will take you approximately 3 minutes to complete the survey.

Simply click on the link below, or cut and paste the entire URL into your browser to access the survey:

<http://kwiksurveys.com/s.asp?sid=x56s47cmy16c8xg65348>

I would appreciate your response by **January 1, 2013**.

Your input is very important to me and will be kept strictly confidential (used only for the purposes of research for this project).

If you have any questions or would prefer to complete a paper survey please email me at rkeyes@utk.edu.

Merry Christmas!

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Becca Keyes

Letter to Employees – Knoxville Utilities Board

Happy New Years, KUB!

In an effort to complete my Senior Thesis at the University of Tennessee, KUB has agreed to help me out! Your input can help me learn the impact of corporate volunteerism, and KUB will be acknowledged as a supporter of research at the University of Tennessee! I estimate that it will take you approximately 3 minutes to complete the survey.

Simply click on the link below, or cut and paste the entire URL into your browser to access the survey:

<http://kwiksurveys.com/s.asp?sid=x56s47cmy16c8xg65348>

I would appreciate your response by **January 1, 2013**.

Your input is very important to me and will be kept strictly confidential (used only for the purposes of research for this project).

If you have any questions or would prefer to complete a paper survey please email me at rkeyes@utk.edu.

Happy New Years!

Becca Keyes

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Exhibit C

Interview with Mr. Gene Crabtree

Can you describe 21st Mortgage as a company? What do you all do?

- #1 full service nationwide manufactured housing lender in American
- Specialty housing lending
- Brooks-shire Hathaway
- Provide financing for industry not owned by Clayton
- Full-Lender of the Year
- 16M in loans last month
- TVA only one with more employees – close to 600 employees downtown

What sort of efforts does 21st Mortgage have that encourages employee volunteerism or giving back to the community?

- Sell rubber ducks, run in the cancer race, mentor elementary and high school kids – recruit elementary school mentors
- Want to have an impact on 21st Mortgage – good for the company, work effort

Impact on Each Other

- Tire story – associate went flat, all 3 out
 - Made everyone go meet her
 - 1\$ each to go buy tires
- Pregnant lady, unhealthy baby – not doing well
 - Raffle – 2 folks win \$500
 - \$25/raffle, all money goes to help people pay for the move and Nashville
 - Raised \$6700
- Hail storm – tree fell in middle of employee's house
 - 30 people out there helping to get personal property out

Impact on Community

- American Heart Association, Boys and Girls Club, United Way
 - Top 10% of employee participation – United Way
- JDRF – juvenile diabetes research foundation
- Buddy's Race Against Cancer
- Junior League of Knoxville
- Norwood Elementary
 - Partners in education
 - So many students without role models
 - Employees go out and be a mentor for at least a half hour a week
 - Paid!
 - You don't have to get off the clock to get out there for that
 - 6-7 years of this
 - Build relationships with these kids
 - Stay with the kid
 - Don't want to have people who don't want to do that (have an impact on children)
 - 30 min of positive influence goes a long way

TN Achieves

- Started by Mayor Haslam, Randy Boyd, Tim Williams

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- If you graduate from Knox county, you can get 2 years of education for free at Walter state, Roane state, Pellissippi
- Match kids with mentors – the people we hire every year have degrees and have been through a background check
- Make sure kids sign up for any financial assistance they are eligible
- Raise money through East Tennessee Foundation – most kids eligible for all kinds of money once you get in the system

Why are these actions encouraged? Why does the company do it?

- We want people around who care
- People never feel more fulfilled than when they are doing something for something else

What are employers really looking for?

- Integrity
- Intelligence
- Energy
- Want to hire with a good moral campus

How widespread is the participation?

- Who knows? Not any way of record keeping (people are doing stuff on their own).
- People do a ton!

What kind of opinions have you heard regarding the activities?

- People love it.

Do you use this in Recruiting? Why?

- One of the main things we use
 - We appeal to personal passions
- Most companies don't let their new hires participate in the CSR events – because most new hires are trying to secure the job
 - Our entry level job is not easy – we don't want it to be a sweat shop, we work hard, but it's not a sweat shop
 - We molded the place a little different
 - Mentorship from the top down

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Exhibit G **Survey to Knoxville Employees**

Thank you for helping with my Senior Thesis! I appreciate your time. Responses are completely anonymous.

1. Are you male or female?
 - Male
 - Female
2. Which category below includes your age?
 - 17 or younger
 - 18-20
 - 21-29
 - 30-39
 - 40-49
 - 50-59
 - 60+
3. About how long have you been employed with your current company?
 - Less than 1 year
 - 1-5 years
 - 6-10 years
 - 11-15 years
 - More than 16 years
4. Do you have knowledge of the main community efforts with your company and/or the social responsibility efforts they pursue?
 - Yes
 - No
5. Have you participated in any volunteer efforts with your company?
 - Yes
 - No
6. How many volunteer efforts have you participated in over the past year with your company (including matching gift programs)?
 - I have not volunteered or utilized any matching gift programs with my company
 - 1-2
 - 3-4

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- 5-6
- More than 7
- 7. Are you required, as an employee, to volunteer for specific efforts?
 - Yes
 - No, but it is strongly encouraged
 - No
- 8. Did you know that your company had volunteer efforts before applying? Before accepting the position?
 - Yes, I knew about the efforts before applying or accepting
 - Yes, I knew before I accepted the position
 - No
- 9. Using any number from 1 to 10, where 1 is extremely dissatisfied and 10 is extremely satisfied, what number would you use to rate your satisfaction with your company?
 - 1 - Extremely Dissatisfied
 - 2
 - 3
 - 4
 - 5 - Indifferent
 - 6
 - 7
 - 8
 - 9
 - 10 - Extremely Satisfied
- 10. Would you be inclined to recommend an open position at your company to your friends?
 - Yes
 - No
- 11. Are you an hourly or salaried employee?
 - Hourly
 - Salaried
- 12. With regards to supervision, you would say that management at your company is _____?
 - Supportive, Encouraging, holds employees accountable
 - Supportive, Encouraging, but does NOT hold employees accountable
 - Not supportive or encouraging, but holds employees accountable

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- Not supportive or encouraging, and does NOT hold employees accountable
- There is no one in authority above me
- 13. How do you feel others view you in the workplace?
 - Highly regarded by others
 - Somewhat well regarded by others
 - Others seem indifferent to my work
 - Slightly undervalued by others
 - Others do not value my work
- 14. About what percentage of your daily work involves a team of people?
 - Less than 25%
 - 26-50%
 - 51-75%
 - More than 76%

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Exhibit H

Survey to Undergraduate Students at the University of Tennessee, College of Business

What is your gender?

Male

Female

What best describes your year in school?

Freshman

Sophomore

Junior

Senior

Graduate School

Faculty/Staff

Please rank the following attributes from Most Important (1) to Least Important (10) when looking at a potential company to work for.

- Compensation (Salary and Benefits)
- Opportunities for Promotion/Advancement
- Training
- Mission Statement
- Company's Overall Profitability and Net Worth
- Community Outreach and Volunteer Efforts
- Environmental Consciousness
- Admired Leadership
- Reputation
- Size of the Company

Do you research a company's community efforts and outreach before interviewing with them?

Yes

No

How important is active employee volunteerism to you when considering a company to work for?

Very

Neither

Unimportant

Importance of Active
Employee
Volunteerism

Do you currently volunteer or spend time in community engagement outside of class/work? How often?

Never

Less than Once a Month

Once a Month

2-3 Times a Month

Once a Week

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2-3 Times a Week

Daily

What is your GPA range?

3.8-4.0

3.5-3.79

3.0-3.49

2.5-2.99

2.0-2.49

1.5-1.99

Under 1.5

Not Applicable

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Nominal Definitions of the Key Constructs and Variables

Corporate Social Volunteerism (CSR): Sacrificing profits or other business benefits for the social interest, going beyond legal and contractual obligations.

Mandatory Volunteerism: A contractual agreement to devote a designated amount of time in service which is paid (if company is paying employee normal wage/salary while volunteering) or unpaid.

Humanitarian Partnership: When a corporation agrees to support a not-for-profit, non-governmental organization with some sort of support, whether that is monetary donations, service, or branding (advertising on behalf of).

Worker Commitment: Intended continuance (an intention to stay employed within an organization) and perceived status (worker's perception of how others in the community regard their job). (Hodson 1984)

Employee Satisfaction: A scaling of overall satisfaction, team emphasis, supervision, and organization of work. (Evanschitzky 2011)

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