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Community Involvement: A Comparison of Corporate and Individual Perceptions, Values, Attitudes, and Actions

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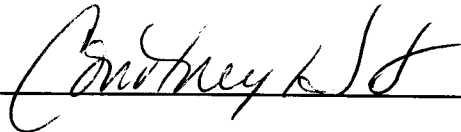
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ABSTRACT:

Community involvement has become an important part of the social responsibility initiatives of many corporations. Many researchers have studied corporate social responsibility, as well as individual volunteerism; however, the activities of these generally have been studied separately, resulting in a relatively scant literature on the intersection of corporate and individual community involvement. The study reported herein was designed to address this deficiency, specifically by searching for linkages in values and practices between corporations and individuals. The study was conducted in two phases. In Phase I, interviews were conducted with the Human Resources Directors of six organizations in a midwestern city to obtain information such as corporate community involvement policies, practices, and attitudes. The information obtained during this phase was used to create a survey, which was intended to compare corporate managers' and individual employees' perceptions of corporate community involvement, assess personal values, and indicate their levels of contribution to the community. Unfortunately, due to the small sample size and homogeneity of the Phase II data, few conclusions could be drawn; however, results of the study indicated that further research should be conducted. If additional efforts are made to increase sample size and the reliability of measures, the relationship between corporate and individual community involvement should be more successfully and wholly explained.

<u>Abstract</u>

Community involvement has become an important part of the social responsibility initiatives of many corporations. Many researchers have studied corporate social responsibility, as well as individual volunteerism; however, the activities of these generally have been studied separately, resulting in a relatively scant literature on the intersection of corporate and individual community involvement. The study reported herein was designed to address this deficiency, specifically by searching for linkages in values and practices between corporations and individuals. The study was conducted in two phases. In Phase I, interviews were conducted with the Human Resources Directors of six organizations in a midwestern city to obtain information such as corporate community involvement policies, practices, and attitudes. The information obtained during this phase was used to create a survey, which was intended to compare corporate managers' and individual employees' perceptions of corporate community involvement, assess personal values, and indicate their levels of contribution to the community. Unfortunately, due to the small sample size and homogeneity of the Phase II data, few conclusions could be drawn; however, results of the study indicated that further research should be conducted. If additional efforts are made to increase sample size and the reliability of measures, the relationship between corporate and individual community involvement should be more successfully and wholly explained.

Introduction

Corporate social responsibility in general, and community involvement in particular, have become increasingly popular among American companies. Firms have implemented programs in an effort to gain competitive advantage in the form of enhanced public image and increased employee morale and aptitude. Individuals also contribute to the community, by donating time and money, possibly for some of the same reasons as corporations. A wealth of literature has been written regarding community involvement of the two groups separately, but very few scholars have explored the union of these two. This study investigates the union of the corporation and individual with regard to community involvement, seeking linkages that may help managers to better design programs and enable the two to better work together on contributing to the community.

Background

The concepts of community involvement and volunteerism are often found under the phrase 'corporate social responsibility', which is agreed to have three major areas: legal responsibility, moral and ethical standards, and philanthropic giving (Ojala, 1994). The latter two areas encompass community involvement and volunteerism. However, corporate social responsibility is not a concept that remains constant with time - its meaning changes as business and society evolve (Ojala, 1994; Carroll, 1999). In fact, the concept began simply as corporations feeling a responsibility to society beyond legal and profit obligations (Carroll, 1999). The broad description spawned a variety of definitions until the 1980s, when the concept was widely agreed to be a process, not just a set of outcomes (Carroll, 1999).

Carroll's discussion of the simultaneous evolution of corporate social responsibility and society is expanded upon by Jon M. Shepard, who claims that institutional isomorphism is shaping various reactive aspects of organizations, including its community practices (Shepard, 1997). Shepard cites a sociologist, Amitai Etzioni, and a philosopher, Robert Solomon, on the relationship between business and society. In 1988, Etzioni suggested that society and culture host the subsystem called the economy, which means that business relationships are greatly affected by the social environment (Shepard, 1997). Solomon further stated in 1992 that capitalism has only been successful thus far because it encourages prosperous communities; therefore, its purpose is to meet the needs of its environment, promote healthy communities, and be paid in exchange for this service (Shepard, 1997).

Corporate Community Involvement

Currently, the United States corporation is moving from short-term profitability and self-interest toward the belief that organizations are "moral communities that contribute to the larger community and society" (Shepard, 1997:1006). Shepard's article and citings suggest that not only is community involvement a "good" practice, but it is a primary responsibility of the for-profit organization, which is becoming the generally accepted view of the United States corporation.

Corporations that have shifted toward the moral purpose that Shepard describes have not done so simply out of altruism. The incidence of corporate community involvement and volunteer programs is rising, mostly due to the positive public image, profitability, and employee loyalty, teamwork, and morale they produce (Meyer, 1999). In <u>Heroic Enterprise: Business and the Common Good</u>, John Hood emphasizes that companies must never get involved in the community simply for charitable reasons; they must remember their primary purpose is to make money

(Meyer, 1999). Corporate community involvement is a way to build a positive image in the community and a strong workforce (Meyer, 1999). This, however, does not mean that companies should not encourage their employees to be active in the community. A 1992 survey of 454 US corporations conducted by the Conference Board, a New York City based research firm, concluded that 9 out of 10 managers "actively encouraged" their employees to participate in volunteer programs (Meyer, 1999). The same study found that most corporate sponsored community programs involve education (Meyer, 1999).

Not only does society expect greater social responsibility, but employees do as well. A values set and mission statement are increasingly more important to workers today, especially if these values are similar to their own (Herman, 1998). Today, young workers are concerned with a company's mission statement, and that the company lives up to it (Herman, 1998). Older workers also want ethical employers, mostly because they have seen the "old" way, and naturally will not work for a company they cannot trust (Herman, 1998). Based on Herman's findings, perhaps matching company and individual values is needed to create the most effective community involvement programs.

There are countless ways for corporations to act on their community values - ranging from strictly monetary donations to company-sponsored volunteer and community programs. Some employers even offer paid time off to employees who volunteer. Two examples are Fannie Mae and Whole Foods Market, offering ten paid hours a month, and two paid days a year, respectively, to volunteer (Cleaver, 2001). Xerox has created a slightly more elite program; up to 20 employees are paid to spend a full year volunteering on various projects such as youth education and leadership (Cleaver, 2001). The company, employees, and the community can gain from such programs if they are strategically planned and executed. Another such example is Bell

Atlantic, which began "Project Explore" by creating one of the first models for using computer networks in public schools in 1991 (Kanter, 1999). This program enabled computer learning in the classroom and at home for 135 inner city students and teachers. Project Explore started a series of similar programs, facilitating greater learning, improved skills, and eventually identifying a new market in distance learning for Bell Atlantic (Kanter, 1999).

Pathways to Independence, a Marriott International welfare-to-work program, also reaps community and business benefits. The program develops the job skills, life skills, and work habits of welfare recipients, while guaranteeing each person a job offer at Marriott upon completion of the program (Kanter, 1999). Marriott faced many challenges with this program, and was able to develop new methods of training and supervising, as well as maintain a stable and innovative workforce (Kanter, 1999).

Individual Community Involvement

While corporate social responsibility refers to the community involvement philosophy and practices of organizations, volunteerism is more closely linked to individual involvement. Volunteerism is defined as "the policy or practice of volunteering one's time or services as for charitable or community work" (Webster's College Dictionary, 1991). In addition, individuals may donate money or goods to charitable causes.

Individuals, as well as organizations, have had an impact on their communities. While individuals are not usually held to the same standards as corporations, many do feel it is their personal duty to aid their communities and promote societal well-being.

As corporations are active in the community for their reasons, individuals also have specific reasons for volunteering. Some of these reasons may overlap; I believe these overlaps are where most corporate community projects are born and executed. There are six personal motives

for volunteering, including: to act on humanitarian values, increase knowledge of the world, enhance self-esteem, gain career skills, be with people, and to assuage inner conflicts or anxieties (Government Executive, 1998). Susan Howe agrees with these motives; she mentions the possibility of new relationships as a result of volunteering as one motive. In addition, she discusses skill gain and building, increased knowledge, and enhanced self-esteem (Howe, 1998).

These motivations must be working overtime; according to a 1999 Independent Sector study, volunteerism is at all-time high (Fund Raising Management, 1999). In fact, fifty-six percent of adults volunteered, an increase of 13.7 percent from 1996. In addition, those individuals who volunteer also contributed an average of two and a half times more in monetary donations in 1999 (Fundraising Management, 1999). Another study, conducted by Lutheran Brotherhood, claims that according to Americans, volunteering time is more important than simply donating money to a charity (Fundraising Management, 1999). These studies show the widespread incidence of individual community involvement, and the importance of both volunteerism and monetary donation.

Research Questions

It is evident that corporate community involvement and individual volunteerism are well researched. However, there is a lack of literature addressing the conjunction of these two, specifically, the link between individual and corporate community involvement philosophy and practice. It appears there may be some overlap in corporate and individual motives, specifically in the desire to gain and build career skills, and possibly in additional areas. The purpose of conducting this study was to examine individual community involvement and corporate community involvement and identify possible linkages between the two. In particular, the study was designed to discover differences in the perceptions, values, and actions of non-managerial and

managerial level employees. It was intended that information on these two groups collectively might aid managers in designing community programs that attract and retain certain types of employees.

The study was conducted in two phases, Phase I and Phase II. The purpose of the separate phases was to gather company background information and employee community involvement data. In Phase I, I interviewed Human Resources Directors at six firms, collecting general company information, corporate attitudes toward community involvement, and the specific philanthropic actions each company has taken in community. This information was used as background information on each firm and aided in the design of Phase II and in completing this study. The purpose of Phase II was to ask individual employees and managers about their perceptions of their organization's corporate community involvement philosophy and actions, as well as their personal values and community involvement activities. Comparisons between employees and managers were made from the Phase II data, and Phase I data served as background to the general community practices of the firm.

Phase I

Procedures

Phase I was based on related literature and the company background information needed to complete the study and answer my research questions. The Human Resource Directors from six different companies in a mid-size midwestern city agreed to be interviewed in person for the study. I traveled to each firm and conducted the interview in person. Interviewees were given a

copy of the interview questions prior to the interview meeting, so that they could prepare in advance and follow along during the interview. Additionally, company literature was requested, which was used to obtain a better understanding of the firm's operations, industry, and culture. Interview duration ranged from 30 – 60 minutes, depending on the firm's depth of community involvement. Each interview was audio recorded, with the interviewee's verbal permission, to aid in the completion of field notes. Following the interview, Phase II was described, and the representatives gave permission to contact them further regarding this phase.

Measures

The interview protocol, found in Appendix A, consisted of four main parts: personal and company information, community involvement policies and encouragement, company attitudes toward community involvement, and management and company community involvement practices and actions. Descriptions of the sections follow.

Personal and Company Information

This section requested personal demographic information from the interviewee, including name, job title and basic duties, and years of employment. Next was a segment obtaining company information such as industry of operation, the firm's mission and goals, firm size in terms of employees and revenues, and years of operation, both in the local area and for the entire organization.

Community Involvement Policies and Encouragement

Interviewees were asked if their company had any specific kinds of human resource policies regarding employee or corporate community involvement, and how these policies were communicated. For firms that did not have specific policies, I asked if and how the company

encourages or supports employee community involvement. Finally, the interviewees were asked if and how their employees are recognized for their community efforts.

Company Attitudes towards Community Involvement

This portion of the interview required interviewees to respond to 20 statements about community involvement. An interval scale, ranging from 1 (strongly disagree) to 5 (strongly agree), was used to measure responses. Lack of an existing scale caused this measure to be created based on literature and company background. The statements measured three main reasons companies engage in community involvement activities: profit and public image enhancement, improvement of employee skills and morale, and morality. Example statements are: "Community projects can be useful in improving employee skills" (employee skills), "The organization feels no moral obligation to be involved in the community" (morality, reverse scored), and "Community involvement does not help improve the organization's public image" (profit and public image enhancement).

Community Involvement Practices

The final segment of the interview asked about the community involvement efforts of each firm's senior management, and to what specific organizations the company contributes. Interviewees were asked if and how their employees are aware of the community activities of senior management. Company contributions were divided into several categories: the firm's own foundation, non-profit organization event fundraising sponsorship, monetary donations, in-kind donations of goods or services, company-wide community projects, and donations of employee time. Participants described the specific organizations their company contributes to in each category.

Results

Of the six companies interviewed, four were in the manufacturing industry, one was in biotechnology, and the last was a non-profit senior living and health care organization. With the exception of a couple of recent buyouts, all firms' headquarters were at the interview location, and four of the five for profit firms were publicly held companies. The size of the firms was relatively small, ranging from 75 to 620 employees. Table 1 describes the complete demographic information gathered on each of the six firms interviewed.

Insert Table 1 Here

Overall, I found that the six companies are involved in some way in the community. The level of involvement varied, however, from medium to high. In addition, other aspects of involvement varied such as the number of employees who are involved and the corporation's attitudes towards community involvement. Two firms, A and B, have only a few employees who actually participate in community involvement activities. The Human Resources Director from Firm B also believes that the firm's involvement is largely due to its philanthropic president, not necessarily corporate philosophy. In Firm D, a moderate number of employees volunteer in the community. Firms E and F both have many employees who contribute time and money to the community. Mostly office employees, due to the flexibility of their regular job duties, donate time in firms A, B, and D.

Of the six firms interviewed, none have a formal, written, community involvement policy, either as a mission statement or specific human resource policies allocating time off to employees who volunteer. Firm E, however, is in the process of designing sabbaticals for those employees

who wish to take on an extended community involvement project. This firm also gives paid time off to volunteering employees if they will be volunteering a full day, but at management discretion. Firm F also allows paid time off for volunteering, but only at supervisor discretion. Each company interviewed does recognize contributing employees in some way, including recognition at employee meetings, in the company newsletter, on the company bulletin board, recognition gifts, and personal letters of thanks.

While the representatives interviewed did not indicate any formal community involvement policies, they did rate their corporation's overall attitudes toward community involvement positively. Generally, the six firms portrayed positive attitudes toward community involvement, and affirmed those attitudes with rich examples of corporate community involvement. All five for-profit firms largely contribute to the United Way, and three of these firms have won awards for outstanding participation. Firms A, B, and D have a specific foundation or committee which specifically reviews community donation requests. Company E founded a day care for underprivileged children, and now sponsors an annual Christmas party for the children. Firm D donates money to all local high schools and hospitals, as a way to give back to the communities in which its workers live. However, one inconsistency surfaced in this portion between Firm A's espoused and enacted values. Compared to the actual involvement in the community, Firm A responded more positively to the attitudes statements. The firm does make periodic monetary and food donations, and a very small number of employees are involved in reading to children. Despite these minimal actions, the Human Resources Director agreed or strongly agreed with all positive community involvement statements, and disagreed or strongly disagreed with the negative statements, which suggests that the supposed intent of the firm was not demonstrated in its actions.

Several trends in community activities occurred across the six companies. Senior managers tended to be very involved with respect to donations of money and time. Several interviewees confirmed that senior management involvement encourages lower level employees to become involved, and sets an example to follow. Senior managers discussing their involvement among employees increases awareness of management's concern for the community and of available opportunities. However, not all agreed that senior management should boast, or talk about, their community endeavors, as it defeats the purpose of sincere philanthropy.

Phase II

The information obtained in Phase I was used in the design of Phase II, the employee survey. The primary objective of using Phase I in the creation of Phase II was to design a survey instrument that could compare manager and employee perceptions, values, and actions. Phase I provided a basis for determining what data needed to be collected, and how to do it.

Procedures

A survey instrument was designed to compare employee and manager attitudes, perceptions, values, and monetary and time donations, and was intended to be administered at several of the firms from Phase I. However, because of sample availability and various time constraints, the survey was only conducted with employees at Firm F, the non-profit senior living and health care organization. Firm F is unique with respect to the other firms interviewed in Phase I because of its non-profit status. As the Human Resources Director expressed, the corporation is both a recipient and provider of time donations. While the organization receives

over 35,000 volunteer hours each year, it realizes that community involvement can be an important part of public image management. Thus the firm is working on more concrete community involvement strategies, which made them interesting to study.

When completed, the questionnaire was pilot tested at a small insurance agency in the same mid-sized midwestern city. Participants completed the survey and offered feedback on its content, design, and clarity. Most comments concerned the clarity of the instructions, and as result several minor changes were made. Section IV, Personal Priorities and Time Commitments, received the most feedback and was revised to enhance understanding.

The non-profit senior living and health care organization granted permission to survey 275 employees. Surveys were distributed at company-wide employee meetings, where respondents were also given some background to the study. I was also fortunate to be able to attend one of these meetings and personally describe the study to the potential respondents. Additionally, an incentive for completing the survey was explained to the participants. Each respondent was entered into a drawing for one of two $25 gift certificates, one of which was donated by the corporation, and the other by NIU. Attached to the front of the survey was a letter of consent, which was signed and returned with the completed survey. The letter informed participants of the purpose of the study and the contents of the survey. Also affixed to each survey was an envelope, in which the participants sealed the completed survey and returned it to the Human Resources Director. Brightly colored reminder notices were placed throughout employee break areas to remind them of the approaching survey deadline and completion incentives. Finally, after receiving just 50 responses, I granted a deadline extension of one week in hopes of obtaining a larger sample. Employees were informed of this extension via break room notices. I picked up the completed surveys three weeks after distribution.

Measures

The final survey contained seven parts. A copy of the survey can be found in Appendix B. The sections, described below, were as follows:

- Section I: Corporate Philosophy toward Community Involvement

- Section II: Corporate Actions toward Community Involvement

- Section III: Personal Values

- Section IV: Personal Priorities and Time Commitments

- Section V: Volunteering Your Time

- Section VI: Donation of Goods and/or Services

- Section VII: Demographics

I: Corporate Philosophy toward Community Involvement

In order to find out what employees' perceptions were of corporate attitudes toward community involvement, the attitude scale portion of the Phase I interview protocol was adapted for the survey. The measure comprised 15 statements, which were categorized into three general attitudes companies may have toward community involvement, each category containing five statements. The attitude categories were public image/profitability, employee morale, and morality (with five statements each). Employee participants rated each statement on a scale from 1 to 5, with 1 meaning "strongly disagree," and 5 meaning, "strongly agree." Six of the fifteen statements were negatively framed, and were reversed scored after data entry. Sample statements contained in this section include "Company-wide community projects help employees and managers get along better" (employee morale), "Community involvement is a good form of advertising" (public image/profitability) and "It is not the company's responsibility to be involved

in the community beyond providing jobs and paying taxes" (morality, reverse scored).
Cronbach's alpha for this scale was .84.

II: Corporate Community Involvement Actions

Based on the information gathered in Phase I regarding how managers promote and participate in community involvement activities, this section was created to collect employee perceptions of this promotion and participation. The measure contained 12 statements regarding employees' perceptions of corporate community involvement actions, using an interval scale ranging from 1 (strongly disagree) to 5 (strongly agree). The items reflected three categories of behavior: manager actions, employee actions, and encouragement and recognition conveyed by the corporation to employees regarding community involvement. Each category consisted of four items. Six items were negatively framed and reverse scored upon data entry. Sample statements include "Company managers seldom donate money to charitable causes" (reverse scored, manager actions), "The company frequently encourages employees to donate money to local charities" (encouragement and recognition), and " Employees at this company seldom get involved in the local community" (employee actions, reverse scored). Cronbach's alpha for this scale was .85.

III: Personal Values

After having interviewed the Human Resources Directors, I realized that personal values might play a role in an individual's inclination to be involved in the community. Thus I adapted Rokeach's values scale as the measure for this section (Rokeach, 1973). Rokeach's scale needed to be adapted because its scope was broader than this study required, and many items were irrelevant. In particular, Rokeach's instrumental values measures were not used because they did not relate to this study, but the terminal values were condensed and adapted. Participants were asked to indicate the importance placed on each of twelve personal values. Responses were given

on an interval scale of 1 to 5, with 1 meaning "very unimportant," and 5 meaning "very important." The values contained both intrinsic and extrinsic values, including: "having strong family relationships" (intrinsic), "having a lot of money" (extrinsic), and "being respected or admired" (extrinsic). Cronbach's alpha for the extrinsic values was .84, and .67 for intrinsic values.

IV: Personal Priorities and Time Commitments

This portion was created to obtain a more specific measure of participants' personal values, by requiring them to rank order how much time they spend on activities. This ranking was intended to complement the previous personal values section. Respondents were asked to rank nine activities in two ways: in order of how they actually spend their time, and in order of how they prefer to spend their time. The activities reflected personal values, including "time with family," "working," "taking vacations," and "volunteering in the community." A sample ranking was provided in the instructions.

Unfortunately, 43 percent of participants completed the rankings incorrectly. Participants were instructed to assign only one number to each activity; however, some used the same number several times, or simply left some activities blank. By forcing respondents to assign a specific rank to each activity, I was hoping to better determine their real values, since many respondents could be expected to give most of the personal values in Section III relatively high ratings. Since I did not receive true rankings from almost half of the participants, I could not use this data in the final analysis.

V: Volunteering Your Time

The purpose of this section was to collect information regarding where participants spend their time volunteering, and how often they do so. An exhaustive list of twelve categories of

charitable organizations was created this information. Respondents rated how often they volunteer for each, ranging from 1 (never volunteer) to 5 (always volunteer). A few of the charitable organization types included community aid, environmental, civic, school, art, youth, and elder care. To ensure the list was indeed exhaustive, participants were also given the opportunity to write in and indicate their level of involvement with other kinds of organizations, which were not listed. A few write in responses were received, however, after determining that all of them actually fit into one of the existing twelve categories, these responses were combined with the other responses in their respective categories.

VI: Donating Goods and/or Money

The same list of twelve categories of charitable organizations was given in this section, of which participants were asked to indicate how much money and/or goods and services they donated during the past twelve months. The scale ranged from 1 to 5, with 1 meaning "none," and 5 meaning "more than $500." Participants were also given the opportunity to write in and indicate their level of donation to other kinds of organizations that were not listed. As with the time donation portion, a few write in responses were received, all of which fit into and were combined with one of the existing categories.

VII: Demographics

In the final portion of the survey, participants were asked to provide the following: gender, age, race, marital status, number and grade level of children, job title, whether they are paid hourly or by salary, whether they are a manager, and level of education.

Results

Sample Demographics

The response rate of Phase II was surprisingly low. Just 67 of 275, or 24 percent responded in a period of three weeks. It is unclear why the response rate was so low, particularly because employees were personally informed of the survey purpose and content and given an incentive to participate.

Only four demographics were used in the analysis. These were age, marital status, number of children at home, and employee level. Marital status was collapsed from single, married, divorced, or widowed into simply single or married. Number of children at home was a combination of the number of children and the number of children in each grade level. I determined if any children still lived at home based on the grade levels provided, which included post-college/adult. The sample was then classified as follows: no children at all, no children at home, and children at home. This variable was intended to discover if having school age children affects time volunteered at schools, youth, or art organizations. Finally, respondents were as an individual contributor or a manager based on their responses to the question, "Are you a manager".

The mean age of the respondents was 45.7. The sample was predominately Caucasian (86.2%). Of the sample, the majority was married (58.2%), and half of the respondents had children living at home (46.2 %). Approximately 30 percent of the sample were managers. Sample data was not tested against the population because of the small sample size, and it is assumed that the sample is not representative of the population.

Data Screening and Transformation

Upon entering the data, I ran factor analyses and Cronbach's alphas on Sections I, II, and III to determine which variables fell into which factors, and how strong those factors were. At first, I intended for the scales of Section I and II to be divided into several factors. Section I data did not fall into the intended factors of public image/profits, employee skills, and morality. Instead, using the entire scale as a single measure of employee perceptions of corporate attitudes toward community involvement proved the most reliable. Similarly, Section II data did not fall into manager actions, employee actions, and corporate encouragement of community involvement. Rather, this scale was also better used entirely as a measure of employee perceptions of corporate community involvement.

The data in Section III fell into two categories, intrinsic and extrinsic values, using a total of nine of the twelve values items. Two variables for this data were created in accordance with these categories. The Extrinsic Values variable contained five personal values, and the Intrinsic Values variable contained four.

Section V and VI data was also collapsed for data analysis. To best analyze the amount of time and money donated, the total of responses for each section was computed. Responses of "1" (never/none) were changed to "0", and the rest of the scale was lowered by one, in order to add up the level of contributions. For example, in Section V a respondent who answered "2" to four items, and "5" to one item received an "8" for the sum of time volunteered. A higher number on these scales indicated more time volunteered or money donated. The newly created variables were named Volunteered Time Summation and Monetary Donation Summation.

Table 2 provides the means, standard deviations, ranges, and skewness and kurtosis statistics for all of the variables. Several variables were skewed, and others had a very narrow

range. The Intrinsic Personal Values interval scale items, in particular, were skewed negatively, yielding virtually no variance. Many respondents rated all of the personal values as 4 ("important") or 5 ("very important"), which meant it was impossible to distinguish differences among employees' values. I was aware of this potential bias when designing the survey, and created Part IV, the values ranking, to obtain greater variance. By forcing participants to rank value activities in order of importance, I could have found a respondent's true values, and used those to compare against the other respondents. However, since Part IV was not answered correctly, I did not have data to check the Personal Values interval scale items against.

Insert Table 2 here

The Volunteered Time Summation (VTSUM) variable was positively skewed. The range was not as narrow as the Intrinsic Values measure, but the concentration of responses did not lie in the middle of the range. The majority of responses ranged from 5 to 10, whereas the data ranged from 0 to 35. Participants were clustered on the low end of the scale, which indicated low amounts of time volunteered.

The Monetary Donation Summation (DMSUM) variable was also positively skewed, and yielded a similar range to VTSUM. However, the response range began much higher, meaning that respondents tended to donate more money than volunteer time. Again, responses were concentrated in the low end, with very few responses in higher amounts of donation.

Considering that finding interesting correlations would be difficult with the current data set, I determined that the data should be transformed, in an attempt to eliminate skewness (Tabachnick & Fidell, 2001). The variables described above were transformed: Intrinsic Values

(PVINT), Volunteered Time Summation (VTSUM), and Monetary Donation Summation (DMSUM). After performing both a reflection and square root transformation, and a reflection and logarithm transformation for negative skewness, PVINT was still not normally distributed and could not be used (Tabachnick & Fidell, 2001). Since the skewness of VTSUM and DMSUM were not as severe, a square root transformation was performed on each (Tabachnick & Fidell, 2001). The results yielded data that was better distributed, and able to be used in the analyses. The range, skewness, and kurtosis statistics of all the transformed data can be found in Table 3.

Insert Table 3 here

Analysis

Upon completion of the data transformations, I ran correlations on the final variables to identify basic relationships. The results of these correlations can be found in Table 4. Not many significant correlations were found, and all were moderate. Employee level in the firm was moderately correlated with perceptions of corporate involvement actions, meaning higher-level employees had more positive perceptions of the corporation's community involvement activities ($r = .41$, p > .01). Perceptions of corporate involvement were also moderately correlated with perceptions of corporate philosophy toward community involvement, which means that respondents who perceived that the organization had a positive philosophy toward community involvement also perceived corporate involvement actions in a positive manner ($r = .60$, p > .01).

Insert Table 4 here

Not surprisingly, age and extrinsic values were related. Younger participants tended to attach a higher importance to extrinsic values ($r = .33$, $p > .05$). Peculiarly, age is not correlated with any other variable, such as volunteer time or monetary donation. I would expect a correlation with volunteer time, especially having found that the importance of extrinsic values decreases with increasing age. However, I did find that married individuals are more likely to spend time volunteering ($r = .26$, $p > .05$). Finally, monetary donation and volunteered time are related. Those individuals who volunteer often are also more likely to make monetary contributions ($r = .40$, $p > .01$).

Attempts were made to further analyze the data by performing regression analyses. In the first analysis, corporate philosophy was the dependent variable, and I regressed it on age, marital status, children at home, employee level, and extrinsic values. I was looking for variables that may affect respondents' ratings of corporate philosophy; however, no significant relationships were found. Next, corporate involvement was the dependent variable and I regressed it on age, marital status, children at home, employee level, and extrinsic values. Again, I was testing for variables that may affect how respondents rated corporate involvement. Third, I used volunteered time as the dependent variable and regressed it on corporate philosophy, corporate involvement, extrinsic values, age, marital status, children at home, and employee level. The intent of this test was to discover variables that may affect the frequency of volunteering. No significant relationships were found. Finally, using monetary donation, I regressed it on corporate philosophy, corporate involvement, extrinsic values, age, marital status, children at home, and employee level. The purpose of this test was the same as the one before, to find variables that affected how much money is donated. Unfortunately, as with the other analyses, no significant relationships were found.

management as well as academia. Moreover, the uncertainties that this study has left me with have compelled me to research this area in future academic undertakings.

Ultimately, this study was designed to increase awareness of the subject, and to find preliminary conclusions concerning the juxtaposition of corporate and individual community involvement philosophy, practices, and values, which could be explored in greater depth in future analyses. Considering the lack of literature on this subject, further exploration is needed to determine if significant relationships do in fact exist. While it may require many attempts to define reliable scales and to obtain a reliable sample, the findings of further studies will be advantageous to companies who wish to design effective community involvement programs which are attractive to current and future employees.

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Table 1: Phase I Demographics

Firm	Industry	# Employees at Location	Public/Private	Years of operation	Years of Operation in the Area
A	Industrial Fuel Pumps	75	Public	16	16
B	Industrial Machine Knives	168	Private	75	75
C	Manufacturing	230	Public	Unknown	93
D	Food Service Equipment	620	Public	75	75
E	Biotechnology	165	Public	50	50
F	Senior Living and Health Care	350	Not for Profit	35	35

Table 2
Descriptive Statistics - Untransformed

	Mean	SD	Lo	Hi	Skewness	Kurtosis
1. Age	45.72	10.90	16.00	68.00	-.27	-.23
2. Marital Status	1.59	.50	1.00	2.00	-.38	-1.92
3. Kids at Home	1.32	.71	.00	2.00	-.56	-.83
4. Employee Level	1.30	.46	1.00	2.00	.88	-1.27
5. Corporate Philosophy	3.93	.47	2.87	5.00	.03	-.20
6. Corporate Involvement	3.41	.57	2.08	4.83	.40	.55
7. Extrinsic Values	3.56	.68	1.60	5.00	.06	.33
8. Intrinsic Values	4.54	.42	3.25	5.00	-1.02	.85
9. Volunteered Time	12.56	8.16	.00	35.00	.54	-.27
10. Monetary Donation	24.08	7.83	12.00	47.00	.77	.45

Marital Status coded as 1 = single, 2 = married; Kids at Home coded as 0 = no kids at all, 1 = no kids at home, 2 = kids at home; Employee Level coded as 1 = individual contributor, 2 = manager

Table 3
Descriptive Statistics - Transformed

	Mean	SD	Lo	Hi	Skewness	Kurtosis
1. Age	45.72	10.90	16.00	68.00	-.27	-.23
2. Marital Status	1.59	.50	1.00	2.00	-.39	-1.92
3. Kids at Home	1.32	.71	.00	2.00	-.56	-.83
4. Employee Level	1.30	.46	1.00	2.00	.88	-1.27
5. Corporate Philosophy	3.93	.47	2.87	5.00	.03	-.20
6. Corporate Involvement	3.41	.57	2.08	4.83	.40	.55
7. Extrinsic Values	3.56	.68	1.60	5.00	.06	.33
8. Intrinsic Values	.15	.12	.00	.44	.42	-.48
9. Volunteered Time	3.49	1.20	1.00	6.00	-.28	-.24
10. Monetary Donation	4.95	.77	3.61	6.93	.40	-.17

Marital Status coded as 1 = single, 2 = married; Kids at Home coded as 0 = no kids at all, 1 = no kids at home, 2 = kids at home; Employee Level coded as 1 = individual contributor, 2 = manager

Table 4
Correlation Matrix

	1	2	3	4	5	6	7	8	9
1. Age	--								
2. Marital Status	.03	--							
3. Kids at Home	-.12	-.01	--						
4. Employee Level	.08	.21	-.16	--					
5. Corporate Philosophy	-.09	.11	.03	.24	--				
6. Corporate Involvement	-.03	.04	-.21	.41**	.60**	--			
7. Extrinsic Values	-.33*	-.18	-.03	-.15	.00	.01	--		
8. Volunteer Time	.00	.26*	.13	.14	.11	.15	-.05	--	
9. Monetary Donation	.20	.08	.19	.23	.11	.02	-.04	.40**	--.

----

* $p > .05$; ** $p > .01$
Marital Status coded as 1 = single, 2 = married; Kids at Home coded as 0 = no kids at all, 1 = no kids at home, 2 = kids at home; Employee Level coded as 1 = individual contributor, 2 = manager

Appendix A
Interview Protocol

Community Involvement Protocol

Thank you again for participating in this interview regarding your organization's involvement in this midwestern mid-sized community. This interview is designed to capture your organization's policies, views, and practices with respect to community involvement. This set of questions is provided for you to follow along during the interview, and to complete in advance if you wish.

To ensure that I am able to record all of your comments, I would like to ask your permission to record this interview.

Personal Information:

Full name: _____

Job title:_____

Basic duties: _____

_____

Years employed with organization:_____

Years in this specific job:_____

Company Information:

How would you describe the industry in which the organization operates?

_____

Is the organization:
____Private   ____For Profit
____Public   ____Not for Profit

What is the organization's mission and/or goals?

_____

_____

_____

_____

Is the area location a subsidiary or division of a larger national or international organization? If so, what is the name of that larger organization?

_____

_____

Does the Rarea location have subsidiaries or divisions elsewhere? If so, please specify.

_____

_____

_____

Organization size, in terms of employees, *for area location*:
____Actual number, if known_____
____Less than 100
____100-500
____500-1,000
____1,000-5,000
____More than 5,000, specify_____

Organization size, in terms of revenues, *for area location*:
____Actual number, if known_____
____Less than $1 million
____$1 million - $5million
____$5 million - $10 million
____$10 million - $50 million
____More than $50 million,
   specify_____

Number of years of operation *in area*:
____Actual number, if known
____Less than 5
____5-10
____10-20
____20-30
____More than 30, specify_____

Organization size, in terms of employees, *for entire organization*:
____Actual number, if known_____
____Less than 1,000
____1,000-5,000
____5,000-10,000
____10,000-15,000
____More than 15,000, specify_____

Organization size, in terms of revenues, *for entire organization*:
____Actual number, if known_____
____Less than $5 million
____$5 million - $25 million
____$25million - $50 million
____$50 million - $100 million
____More than $100 million,
   specify_____

Number of years of operation for *the entire organization*:
____ Actual number, if known_____
____ Less than 5
____5-10
____10-20
____20-30
____More than 30, specify_____

Community involvement:

Involvement in an organization's surrounding community encompasses a wide range of practices, including monetary donations, donations of goods and services, employee time and skill donation, and sponsorship.

1) Do you have any specific Human Resource policies regarding employee community involvement?

____Employees are given paid time off to volunteer for corporate community service projects.

____Employees are given paid time off to volunteer individually in the community.

____Employees may use flextime to volunteer in the community.

____Employees are given time off to volunteer in the community, but they must use vacation time.

____Other:_____

If available, may I have copies of these policies?

1A) How are these policies communicated to employees?

____Annual Report

____Company intranet

____Email

____Employee manual

____Bulletin board

____Company newsletter

____Employee meetings

____Orally, on an individual basis

____Other, please specify_____

2) If you do not have any specific policies on employee community involvement, does the organization convey any general expectations, support, or encouragement of such practices – via flextime, leaves, or sabbatical, for example?

2A) How is this encouragement conveyed?

____Annual Report

____Company intranet

____Email

____Employee manual

____Bulletin board

_____Company newsletter
_____Employee meetings
_____Orally, on an individual basis
_____Other, please specify_____

2B) Are employees recognized for their community involvement efforts? If so, how is this recognition conveyed?
_____Annual Report
_____Company intranet
_____Email
_____Employee manual
_____Bulletin board
_____Company newsletter
_____Employee meetings
_____Orally, on an individual basis
_____Other, please specify_____

3) Your organization makes a valuable contribution to the community by providing jobs, goods and services, and paying taxes. Its involvement in the community can extend beyond that, however, through efforts that do not directly relate to the organization's main line of business.

To what extent do you think the local senior management of the organization would agree with the following statements about the organization's role in the community? Please answer using a five-point scale, with 1 meaning "strongly disagree" and 5 meaning "strongly agree".

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Community involvement increases the organization's visibility in the community.	1	2	3	4	5
2.	The organization feels no moral obligation to be involved in the community.	1	2	3	4	5
3.	Community involvement ultimately improves sales/profits.	1	2	3	4	5
4.	Community projects can be useful in improving employee skills.	1	2	3	4	5
5.	The organization should only respond to community involvement requests as they arise.	1	2	3	4	5

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.	Community involvement does not help improve the organization's public image.	1	2	3	4	5
7.	Company-wide community projects enhance employee relations with other employees and managers.	1	2	3	4	5
8.	Community involvement should be restricted to donations of money or goods and services.	1	2	3	4	5
9.	The organization is obligated to actively seek community involvement opportunities.	1	2	3	4	5
10.	Community involvement is not necessary for the organization to have a positive public image.	1	2	3	4	5
11.	Community involvement is a good way to boost employee morale.	1	2	3	4	5
12.	The organization should support non-profit organizations in the local community because it is the right thing to do.	1	2	3	4	5
13.	Community involvement is only important if it positively affects the bottom line.	1	2	3	4	5
14.	Community involvement is a good, cheap form of advertising.	1	2	3	4	5
15.	It is important to the organization's values to be involved in the local community.	1	2	3	4	5
16.	Encouraging their involvement in the community does not help our employees become better workers.	1	2	3	4	5
17.	Community involvement is important even if it has an adverse effect on profits.	1	2	3	4	5
18.	It is not the organization's responsibility to be involved in the community beyond providing jobs and paying taxes.	1	2	3	4	5
19.	Community involvement is an important part of the organization's marketing/networking strategy.	1	2	3	4	5

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
20.	Supporting the community involvement efforts of employees does not increase their loyalty and commitment to the organization.	1	2	3	4	5

4) How would you characterize the involvement of the organization's local senior managers in the community?

4A) What are some examples of the ways in which the local senior managers contribute to the community?

4B) Are your employees are aware of this involvement? If so, how?
_____Annual Report
_____Company intranet
_____Email
_____Employee manual
_____Bulletin board
_____Company newsletter
_____Employee meetings
_____Orally, on an individual basis
_____Other, please specify_____

5) In what ways does the organization give to non-profit organizations? What are some specific examples of contributions made in the last year?

*Organization's own Foundation:*_____
_____
_____

Non-Profit Organization Event/Fundraising Sponsorship: _____
_____
_____
_____
_____

Monetary donations: _____

_____

_____

_____

_____

(examples-do not suggest)
____Area Community Foundation
____Empty Stocking Club
____K-Mart for Kids (Christmastime)
____Other local charities not part of Area Community Foundation
____Local food pantries
____Sponsors local amateur sports team

In-Kind Donations of goods/services: _____

_____

_____

_____

_____

(examples-do not suggest)
____To schools
____To Non-Profit organization's fundraising events
____To charity auctions

    Are the in-kind donations :
        ____Product surplus
        ____Damaged products
        ____The same products/services sold to customers

    How are these donations used?
        ____Direct benefit
        ____Use in fund raising

Company – wide involvement in Community Projects: _____

_____

_____

_____

Donation of employee time: _____

_____

_____

_____

_____

(examples-do not suggest)
____With United Way
____At local Boys/Girls Club
____Community child education
____Community adult education
____Community beautification
____At Fundraising events for local foundations, charities, and causes (more specific?)
____At local shelters and soup kitchens

6) Are there particular organizations on which the organization focuses its community involvement efforts? What are they?

6A) Are these organizations:
____National organizations
____Regional organizations
____Local organizations
____Based on management's personal preference
____Other, please specify_____

7) If the area organization is a subsidiary of another organization, to what extent does the corporate office influence the local organization's involvement in the community?

Dialogue: I am interested in surveying employees in your organization to complete the second phase of my study. The survey will identify the extent to which they are involved in the community, and how they perceive the organization's community involvement. The survey will be approximately 3-4 pages long and take about 20 minutes to complete. If you would like to think about it, or talk it over with other managers, I will follow up in the coming weeks to find out our decision.

I plan to follow up in about two weeks by phone regarding your decision on the surveys.

Thank you again! Your cooperation with this study is greatly appreciated!

Appendix B
Survey Instrument

February 26, 2001

Dear Firm F Employee:

My name is Jackie Humpal, and I am a senior management major at Northern Illinois University. I am conducting a study on the community involvement activities of companies and their employees, and I could use your help. Your employer, Firm F, has graciously agreed to participate in this study, and I hope you will as well. Your Human Resources department has randomly selected you to participate.

Attached to this letter is a survey, which has seven parts:

- Parts I and II ask you what you think about Firm F's values toward and involvement in the local community.
- Parts III and IV ask you to identify and rank your personal values and priorities.
- Parts V and VI ask about your own community involvement activities in the past year.
- Part VII asks you to give demographic information.

The survey should take about 15 to 20 minutes to fill out. If you wish to participate, please sign and print your name below. Before completing each section of the survey, please read the instructions carefully so that you know what is being asked of you. Please keep in mind that there are no right and wrong answers, so it is important to be as honest as possible. All of your responses will be kept in the strictest confidence.

Once you have completed the survey, please seal it in the envelope provided and drop it off at Human Resources **no later than Friday, March 9.** Once I have received and analyzed all the data, I will provide a summary report of results to your managers, and they will share it with you.

If you have any questions or concerns about this research, please contact me by phone at (815) 748-0932 or by email at jackiehumpal@yahoo.com. You may also contact my faculty advisor, Courtney Hunt (815-753-6315 or cshunt@niu.edu), or the Northern Illinois University Office of Research Compliance (815-753-8588 or lbross@niu.edu).

Thank you in advance for playing a part in this study.

Sincerely,

Jacqueline Humpal
NIU Undergraduate Student

_____   _____
Employee Signature   Printed Name

Part I: Corporate Philosophy on Community Involvement

The company you work for makes a valuable contribution to the local community by employing community members, providing goods and services, and paying taxes. However, its involvement in the community can go beyond that with efforts that do not directly relate to its core business, such as donating money, goods and services, or employee time to a variety of non-profit organizations.

The statements below describe attitudes that the senior management of an organization may have toward community involvement. For each statement, please circle the response that you think *best reflects the attitude of senior managers at Firm F,* where 1 means *Strongly Disagree* and 5 means *Strongly Agree.*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Community involvement increases the company's visibility in the community.	1	2	3	4	5
The company feels no moral obligation to be involved in the community.	1	2	3	4	5
Volunteer projects can be useful in improving employee skills.	1	2	3	4	5
Community involvement does not help improve the company's public image.	1	2	3	4	5
Company-wide community involvement projects help employees and managers get along better.	1	2	3	4	5
The company is obligated to look for community involvement opportunities.	1	2	3	4	5
Community involvement is not necessary for the company to have a positive public image.	1	2	3	4	5
Community involvement is a good way to boost employee morale.	1	2	3	4	5
The company should support non-profit organizations in the local community because it is the right thing to do.	1	2	3	4	5
The company does not help its employees become better workers by encouraging them to volunteer in the community.	1	2	3	4	5
Community involvement is a good form of advertising.	1	2	3	4	5
Being involved in the local community is a positive reflection of the company's values.	1	2	3	4	5
It is not the company's responsibility to be involved in the community beyond providing jobs and paying taxes.	1	2	3	4	5
Community involvement is an important part of the company's marketing strategy.	1	2	3	4	5
Supporting the volunteer efforts of employees does not increase their loyalty to the company.	1	2	3	4	5

Part III: Personal Values

For each statement below, please circle the response that *best indicates how important the expressed value is to you*, where 1 means *Very Unimportant* and 5 means *Very Important*.

	Very Unimportant	Unimportant	Neutral	Important	Very Important
Having strong family relationships.	1	2	3	4	5
Being respected or admired.	1	2	3	4	5
Acquiring material goods.	1	2	3	4	5
Participating in church or spiritual activities.	1	2	3	4	5
Being successful.	1	2	3	4	5
Helping people who are less fortunate.	1	2	3	4	5
Improving or maintaining my health and fitness.	1	2	3	4	5
Having a high status position at work and/or in the community.	1	2	3	4	5
Learning/experiencing new things.	1	2	3	4	5
Having a lot of money.	1	2	3	4	5
Being recognized for my accomplishments.	1	2	3	4	5
Having strong friendships.	1	2	3	4	5

Part IV: Personal Priorities and Time Commitments

Listed below are examples of a variety of ways in which people spend their time. In the *"Preferred Rank" column,* please rank these activities according to *how you would prefer to spend your time,* where 1 indicates the activity is your *lowest priority* and 9 indicates the activity is your *highest priority.* You will *use each number once.* In the *"Actual Rank" column*, please rank these activities according to *how you actually spend your time,* using the same ranking system

Activity	Example	Preferred Rank	Actual Rank
Engaging in leisure activities (e.g., fishing, golfing, shopping, hobbies)	7		
Spending time with family	3		
Participating in church or spiritual activities	8		
Working	9		
Exercising and/or participating in sports (e.g., jogging, softball)	6		
Spending time with friends	5		
Taking vacations and/or traveling	4		
Volunteering in the community (e.g., Little League, hospice care)	1		
Relaxing (e.g., watching TV, surfing the internet, reading)	2		

Part V: Volunteering Your Time

There are a number of ways in which people can donate their time to the local community. They can participate directly in a number of volunteer activities (e.g., chaperoning school field trips, working in a soup kitchen, providing tutoring), as well as helping non-profit organizations raise money or serving on the board of a local charitable or civic organization.

For each of the organizations listed below, please circle the response that *best indicates how often you have volunteered your time and effort during the past year,* where 1 means *Never* and 5 means *Always*.

Organization	Never	Seldom	Occasionally	Frequently	Always
Community aid and service organizations (e.g., Salvation Army, United Way)	1	2	3	4	5
Organizations dedicated to providing basic care to people in need (e.g., homeless shelter, soup kitchen, food bank)	1	2	3	4	5
Organizations dedicated to preserving or protecting the environment (e.g., preservation society)	1	2	3	4	5
Organizations dedicated to helping/caring for animals	1	2	3	4	5
Civic or political organizations (e.g., library board, zoning commission, electoral board, Rotary Club)	1	2	3	4	5
School organizations (public or private, K through college)	1	2	3	4	5
Medical organizations (e.g., hospice, American Cancer Society)	1	2	3	4	5
Disaster relief organizations (e.g., the Red Cross)	1	2	3	4	5
Youth organizations (e.g., Boys Club, Girl Scouts, Little League, Junior Achievement)	1	2	3	4	5
Arts/cultural organizations (e.g., museum, historical society)	1	2	3	4	5
Church organizations (e.g., Sunday school, youth group)	1	2	3	4	5
Elder care organizations (e.g., retirement home)	1	2	3	4	5

If there are any organizations for which you volunteered that are not captured in the list above, please identify these organizations and indicate how often you provided your services to them during the past year:

Organization	Never	Seldom	Occasionally	Frequently	Always
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

Part VI: Donating Goods and/or Money

In addition to volunteering their time, people may also donate goods and/or money to a variety of non-profit organizations. For each of the organizations listed below, *please indicate the value of the donations you made during the past year,* where 1 indicates *no donation*, and 5 indicates a *donation greater than $500.*

Organization	None	Less than $50	$50-100	$101-500	More than $500
Community aid and service organizations (e.g., Salvation Army, United Way)	1	2	3	4	5
Organizations dedicated to providing basic care to people in need (e.g., homeless shelter, soup kitchen, food bank)	1	2	3	4	5
Organizations dedicated to preserving or protecting the environment (e.g., preservation society)	1	2	3	4	5
Organizations dedicated to helping/caring for animals	1	2	3	4	5
Civic or political organizations (e.g., public library, political party)	1	2	3	4	5
School organizations (public or private, K through college)	1	2	3	4	5
Medical organizations (e.g., hospice, American Cancer Society)	1	2	3	4	5
Disaster relief organizations (e.g., the Red Cross)	1	2	3	4	5
Youth organizations (e.g., Boys Club, Girl Scouts, Little League, Junior Achievement)	1	2	3	4	5
Arts/cultural organizations (e.g., museum, historical society)	1	2	3	4	5
Church organizations	1	2	3	4	5
Elder care organizations (e.g., retirement home)	1	2	3	4	5

If there are any organizations to which you donated goods/money that are not captured in the list above, please identify these organizations and indicate the value of the donations you made during the past year:

Organization	None	Less than $50	$50-100	$101-500	More than $500
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

Part VII: Demographics

Gender:
___ Male   ___ Female

Age: ___

Race/Ethnicity:
___ White   ___ Black/African American
___ Asian American   ___ Latino/Latina
___ American Indian/Native American
___ Other: _____

Martial Status:
___ Single   ___ Married
___ Divorced   ___ Widowed

How many children do you have?   0   1   2   3   4   More than 4

Indicate how many of your children are in the following age groups:
___ Infant - Pre-school   ___ Kindergarten - 5th Grade
___ 6th - 8th Grade   ___ 9th - 12th Grade
___ College   ___ Post-College

What is your job title? _____

Are you paid:
___ Hourly   ___ On salary

Are you a supervisor or manager?   Yes   No

If Yes, which best describes your position?
___ Supervisor
___ Manager
___ Senior manager

Education:
___ Did not complete High School   ___ High School Diploma or GED
___ Some College or Vocational school   ___ Graduated College with Bachelor's Degree
___ Post-Graduate

Thank you for completing this survey! Your time and cooperation are greatly appreciated, and your responses will be very valuable. If you have any comments about the survey or this research, please feel free to provide them below:

_____

_____

_____

_____