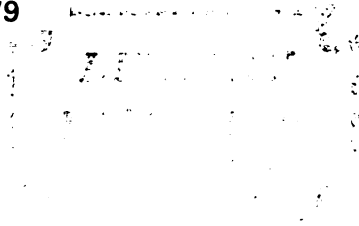


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ORGANIZATIONAL SOCIAL RESPONSES AND
THE QUALITY OF WORK AND LIFE:
AN INVENTORY OF ACTIVITIES AND OUTCOMES¹

By

Rich Strand

A Dissertation

Submitted to
Michigan State University
in partial fulfillment of the requirements
for the degree of

DOCTOR OF PHILOSOPHY

Department of Psychology

1981

¹The material in this project was prepared under Grant No. DD-26-80-018 from the National Council on Employment Policy, Department of Labor. Points of view or opinions stated in this document do not necessarily represent the official position or policy of the National Council on Employment Policy.

ABSTRACT

ORGANIZATIONAL SOCIAL RESPONSES AND THE QUALITY OF WORK AND LIFE: AN INVENTORY OF ACTIVITIES AND OUTCOMES

By

Rich Strand

A four dimensional categorical model of organizational social responses affecting quality of work and life is proposed. The literature on facets of quality of life, work, and social responsibility is content analyzed resulting in a proposed inventory of quality of work and life activities and outcomes.

The inventory was preliminarily tested by organizational psychologists and behaviorists in an item placement task. Results of the content analyses of the literature and the expert item placement task supported the categorical model and inventory. The findings were used to develop a survey which was completed by 144 executives of large private organizations.

The executives' self-reported organizational commitments and effectiveness in quality of life and work were analyzed by cluster and factor analyses, correlations with related variables and descriptive statistics.

Cluster and factor analyses of quality of life and work items indicated: (1) the empirical structure paralleled similar constructs of the hypothesized categories but not actual item content; (2) executives perceive greater differences among constituent outcome items than organizational activity items which contain a general human relations quality of work factor; and (3) a higher-order factor analysis of the clusters resulted in four higher-order organizational responsiveness constructs--resource exchanges with constituents and employees, and maintenance of social structures and physical resources.

Convergent and divergent correlational analyses indicated: (1) clusters were related, although not consistently, to single item measures and number of relevant specialists, and (2) organizational characteristics and their economic and social environments were related to quality of life and work commitments.

Descriptive results included: (1) organizations were generally least committed and effective to sharing authority and control with workers yet reported relatively high commitment to gaining employee trust and identification with the organization; and (2) service industries generally reported higher commitments to quality of work and to quality of life concerns beyond directly related business activities such as community activities, whereas manufacturing organizations limited

commitments to related business concerns such as pollution control. The major findings are summarized and directions for future research are suggested.

To Linda

ACKNOWLEDGMENTS

My years at Michigan State University have been filled with very rewarding experiences as well as challenging times professionally and personally. I wish to thank those who have shared the good experiences with me and who have helped me to grow professionally and personally.

I am very thankful to Dr. Ralph Levine, chairperson of my dissertation committee, who has exposed me to many new views and who has helped give me direction. Ralph has been there when I needed him, and has always based his advice and judgements on my professionalism and well-being.

My gratitude also goes to Dr. Neal Schmitt who introduced me to graduate school and whose modesty and hard professional work I can only try to emulate. To Dr. Benjamin Schneider I thank for both his pats on the back and his kicks in the pants. My thanks go out to Dr. Frederick Wickert for our collaborative work and his encouragement of disciplined writing.

My development and growth would not have been so great if it were not for the many competent persons I have worked with outside of the Psychology Department. Special thanks to Dr. Michael Moore in Labor and Industrial Relations, whose professionalism and support has given me guidance. My appreciation also goes to Dr. Robert Davis in Learning

and Evaluation Services who has given respect to my ideas and who has given meaning to collaborative creativity. I also thank Dr. John Fry for the many skills in training I have received and for my exposure to consulting.

My most sincere appreciation goes to my parents who have always respected my independence and encouraged my development. Their support and uncompromising love has given me great security and self-respect without which none of this would have been possible.

My greatest debt belongs to my love, Linda.

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INTRODUCTION

The quality of organizational responses to social change and demands is increasingly realized as an integral part of organizational behavior. The question, though, of the degree to which organizational social responsiveness is considered a subset of the role of private organizations in society is of considerable debate. For example, Milton Friedman (1960) argues that organizational social responses which do not relate to normal business operations or the productivity and profit of the enterprise should not be in the domain of organizational behavior. Others argue from an open systems perspective that organizations maintain continuity of resource inputs through gaining legitimacy in the environment (Parsons, 1960). [One source of this legitimacy is being socially responsive to relevant coalitions and society in general. In this latter perspective, organizational social responsiveness is related to business concerns in general and in the long run improves the productivity and profitability of the company.]

Although the debate will no doubt continue, organizations are exposed to a social environment which is changing and redefining the role of the organization within society.) As a semi-rational coordination of

a set of activities and people, organizations are pressured into modifying and enlarging their goals to encompass non-economic aspects of the quality of life of its constituents. As an environmentally adaptive system, organizations are in need of developmentally becoming more responsive to the needs and goals of a society which supplies the organizations with their resource inputs and absorbs the organizations' outputs. In general, this new and changing role of organizations is a movement towards holding organizations responsible for their effects on society and for being responsive toward the needs and goals of other coalitions and individuals with which they interact.

Organizational social responsiveness is a specific reply to the three major questions revolving around the concept of organizational effectiveness: effectiveness of what, for whom, and what are the effects as well as the causes? [Specifically, organizational social responsiveness covers the study of the effects of an organization on the quality of life of its employees and society in general as determined by the relative fulfillment of human needs and goals caused by organizational activities and conditions.]

[The majority of the conceptual literature on organizational social responsiveness defines the concept as organizational activities or outcomes which

are motivated beyond profit making (Davis, 1960; Backman, 1975) and economic and legal requirements (McGuire, 1963), or consist of voluntary activities (Manne and Wallish, 1972) as well as economic and legal activities (Steiner, 1975), or in terms of responsiveness toward a number of social problems (Hay, Gray, and Gates, 1976) and the broader social system (Eells and Walton, 1961).]

Attempts to integrate these definitions and develop typologies of organizational social responsiveness have mostly adopted a hierarchy of responsibilities or responsiveness. For example, an approach developed by the Committee for Economic Development in 1971 defined organizational social responsibilities in terms of three concentric circles. The innermost responsibilities are economic, the intermediate responsibilities include a sensitivity to social values, and the outermost social responsibilities are directed at amorphous and emerging issues in which business should be actively involved to improve the social environment. Sethi (1975) adopts these three hierarchical levels in his approach and further defines the levels as stages: the first stage consists of social obligations which are responses to market and legal constraints, the second stage consists of social responsibilities which are responses to prevailing current social norms and expectations, and the third stage is social responsiveness which consists

of behaviors derived from the long term role of business in a dynamic social system.

As a newly formed field of study, these developments lay the foundations for the conceptual and operational definition of organizational social responsiveness. Two major directions for the field of organizational social responsiveness are additionally suggested. First, a framework is needed for the systematic study of the causal processes and dynamics which explain and predict organizational social responses. Specifically, the focus should be on the development and testing of components of process and systems models of the interrelationships among the major variables which define the inputs, throughputs, outputs, and feedbacks in the process of organizations responding and adapting to the social environment. The second suggested major direction of the field is the development of normative models of organizational social behaviors and the human needs and goals which are affected by such behaviors. [If manipulation of organizational behaviors toward humanistic ends is desired, then a comprehensive understanding is necessary of the causal dynamics between organizational activities and their human effects or outcomes which constitute the quality of life.)

The focus of this dissertation is directed at the second suggested direction of the field of organizational

social responsiveness--the development of a model of organizational activities and their human outcomes. Specifically, a static model of categories of organizational social responsiveness activities and their human outcomes is proposed. The proposed categorical model will then be used to review the literature on facets of quality of life and quality of work life. The literature review will then be used to develop an inventory of organizational social activities and their human outcomes. The purpose of this study is to empirically test the proposed structure of the categorical model and the proposed inventory of organizational activities and human outcomes.

Categorical Model of Organizational
Social Activities and
Their Human Outcomes

The study of organizational social activities and their human outcomes should include an elaboration of the process of how organizations affect the quality of life. Figure 1 is an elaboration of such a process. The organization sets policies and takes initiatives based on its established goals, resources, and constraints. Organizational activities and conditions, whether intended, anticipated, known or unknown result from these policy and initiative directives. The organizational activities and conditions lead to certain

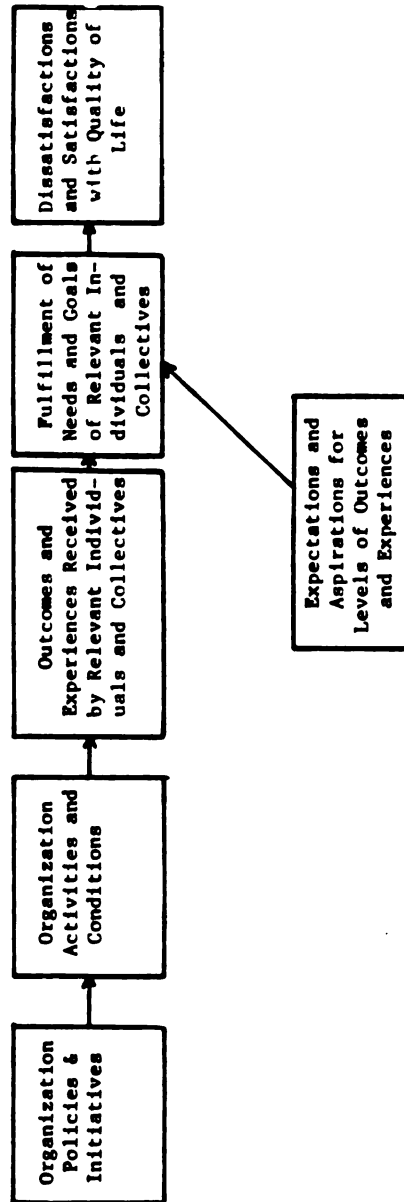


Figure 1. Process of Organization Effects on Quality of Life.

outcomes and experiences for major constituents of the organization. For example, the working conditions in an organization can influence the physical health of the employees, and the organization's fair employment hiring and promotion activities influence the extent of equal opportunity experienced in society. These outcomes and experiences for constituents either fulfill or fail to fulfill the needs and goals of the constituents. The extent of need and goal fulfillment relative to aspirations and expectations of the constituent members leads to feelings of satisfaction or dissatisfaction of the constituents with the organization. This process is not completely closed; there are a number of exogenous variables which moderate the relationships and affect the variables. For example, employee competence moderates the relationship between organizational policies and actual organizational activities. Also, the extent of need and goal fulfillment for the organization's constituents is additionally affected by the constituents' experiences outside of their contact with the organization. The causal sequence from organizational policies and initiatives to the quality of life of organizational constituents, though, is principally accounted for by the path diagram depicted in Figure 1.

In general, organizational social responsiveness is defined as the type and extent of effects that

organizational activities and conditions have on the quality of life of various constituent groups such as society in general and the organization's employees.

[Both quality of life and quality of work life are defined in terms of the relative fulfillment and satisfaction of the universe of human goals and needs for the constituent groups. The fulfillment and satisfaction of human goals and needs is defined by the extent to which outcomes and experiences sought through these goals and needs by individuals and collectives exist in desired frequency and intensity. Hence, any study of organizational social responsiveness should start with an identification of the relevant constituents affected by the organization and the constituents' goals and needs. [The next step would be an identification of all the organization's activities and conditions which affect the constituents' goals and needs.] The purpose of the content model of organizational social responsiveness is to develop a framework for the identification of both the constituents' goals and needs and the organization's activities and conditions which affect these goals and needs of the constituents, and to allow further research in the causal dynamics between organizational activities and their human outcomes.

Basic Model

What is desired is a set of categories of human needs and goals which are exhaustive and mutually exclusive. Montgomery (1975) proposes a set of "canonical goals" in order to operationalize the utilitarian principle of the greatest good to the greatest number of people. A two-by-two categorization scheme is proposed by Montgomery. The first dimension is comprised of individual and group goals to reflect the evolutionary requirement that man be selfish enough to insure his own survival and altruistic enough to insure the survival of the species. The other dimension is comprised of material and spiritual levels "to reflect physiological and cultural requirements of life." The crossing of the two dimensions and their levels results in four categories of quality of life--provision of material goods and physical services, quality of the material environment, freedom and self fulfillment for the individual, and retributive and distributive justice.

There are two primary weaknesses of the Montgomery model. First, the concept of a spiritual life is vague and non-operational. The second weakness is a failure to distinguish between a social life and a psychological life of an individual. The proposed categorical model in this study is based on Montgomery's model with one major change. The "spiritual" level is further broken

down into "social" and "psychological". The result is a three-by-two model with six categories.

The general universe of human needs and goals can be defined in terms of six categories as labelled in Table 1. These needs and goals are defined in terms of outcomes and experiences desired by individuals and collectives. The categorization scheme of human needs and goals is thus based on the properties of the outcomes and experiences desired by individuals and the collectives they form. There are two basic properties of these need and goal outcomes or experiences--the sphere or source of the outcome or experience and the unit of reception of the outcome or experience. These two properties are referred to as dimensions of desired outcomes and experiences.

The first dimension of outcomes directed at the fulfillment of human goals and needs is the sphere or source of the outcomes. The three major levels of source outcomes are physical, social, and psychological. This trichotomy of outcomes accounts for a number of needs and goals which are realized through the outcomes. Alderfer's (1972) three basic needs, existence, relatedness, and growth, parallel the trichotomy of outcome source. In addition, the physical, social, and psychological outcomes sources correspond to Allardt's (1973) three welfare dimensions, namely, having, loving, and

Table 1. Basic Model of Human Outcomes and Experiences Which Satisfy Human Needs and Goals.

Unit of Outcome Reception

		Individual	Collective
Source of Outcome	Physical	Material Provisions	Physical Environment
	Social	Social Interaction	Social Integration
	Psychological	Psychological Development	Interindividual Consistency

being. It is recognized that physical and social outcomes are felt or experienced internally or psychologically by the individual such as by the sensation of satiation, security, or social esteem. The source, though, of the outcomes, which affect these psychological sensations are external. Internal or psychological source outcomes on the other hand, are those outcomes which are both generated internally or psychologically and are experienced or felt psychologically.

The second dimension of human outcomes and experiences describe the basic unit of reception or impact of outcomes. The two levels of this dimension are the individual and the collective as defined by the constituent group under consideration. Outcomes which can be received by the individual person and which do not have any necessary direct effect on other individuals comprise the level of the individual receptor. On the other hand, those outcomes which when administered affect the group or collective goals or needs form the level of outcomes received by the collective. This distinction readily acknowledges that there exist human goals and needs for the betterment and survival of the group, society, and species beyond those needs and goals of the individual.

The two dimensions of outcomes together form six categories of outcomes which satisfy human needs and goals. The matrix of the six categories are depicted

in Table 1. The category, Material Provisions, describes the cell of the matrix produced by the combination of physical source outcomes and the individual receptor outcomes. The contents of this category essentially provides individuals with needed and desired outcomes from their interactions with the physical spheres of their lives. The crossing of individual receptor with social source outcomes is characterized by the category of Social Interactions. These outcomes emanate from the interpersonal and social involvements of individuals. The combination of individual receptor outcomes with psychological source outcomes comprises the category of outcomes called Psychological Development. These outcomes fulfill the needs and goals that the individual desires from the experiential psychological self. The crossing of the collective receptor of the outcomes with the physical source of outcomes is described by the Physical Environment category of outcomes. These outcomes are experienced by sets of individuals in a collective in the physical world. The category of outcomes which are developed in the collective and which emanate from a social source form the Social Integration outcomes. The Social Integration outcomes establish the group of individuals as a collective on the basis of shared goals, norms, and values. The last category develops from the intersection of the collective receptor

of outcomes and the psychological source of outcomes and is labeled Interindividual Consistency. These outcomes maintain and promote interactions among individuals based on consistencies between individuals within and between various collectives. Interindividual Consistency outcomes include but are not limited to equity, individual and group rights, justice, and democratic processes. The six categories of outcomes can be applied to any system and form the basis for analysis of the system's effect on human goals and needs.

Complete Categorical Model

As noted earlier, there are two major areas of organizational social responsiveness. One area is the effects of organizational activities on the quality of work life of its employees. The second area is the effects of the organization's activities on the quality of life in society in general. In the context of organizational social responsiveness, the two dimensional model of human need and goal outcomes can be further expanded by a third dimension. This third dimension is labelled impacted-group and has two levels, the employees of the organization and society in general. At this point we can define quality of work life and quality of life as the current satisfaction and fulfillment of the six categories of outcomes for employees and members of

society respectively. The number of levels of the impacted-group dimension can be further broken down depending upon the system under study and the depth of the analysis. At this stage of model building only two levels are chosen, employees and society in general. Each level of the impacted group dimension defines the collective in the receptor dimension in the model.

As noted earlier, [the purpose of the content model is to assist in the systematic and comprehensive identification of those outcomes and experiences desired by a constituent group and individuals and the organizational activities and conditions which affect those outcomes and needs.) For each constituent group identified or defined, the various outcomes and experiences desired by the given group would be identified for each of the six categories. Subsequently, the organizational activities and conditions which affect these outcomes and experiences would be identified for each of the six categories. For example, if employees are the constituent group of concern, and the analysis has proceeded to Psychological Development, the desired outcomes and experiences such as self-control and self-esteem would first be identified. For each of these employee outcomes or experiences the relevant organizational activities and conditions would be identified, such as the extent of job enrichment and career

advancement opportunities. The process of identification of desired outcomes and experiences for each constituent group would continue through all six categories in Table 1. The results would be an inventory of desired outcomes and experiences for each constituent group in each of the six categories and an inventory of organizational activities and conditions which affect the desired outcomes and experiences. Hence, the fourth and last dimension of the complete categorical model is called causal sequence which has two levels, organizational activities and constituent outcomes.

The complete categorical model is thus composed of four dimensions. The first dimension is the source of the outcome and has three levels--physical, social, and psychological. The second dimension is labelled receptor and is composed of an individual level and the collective level. These first two dimensions comprise the basic six category model described earlier. The third dimension is the impacted group, which describes the different constituent groups under analysis. In this study only two impacted groups are referred to--employees and society-in-general. The fourth and last dimension is the causal sequence between organizational activities and conditions and their resulting human outcomes and experiences.

Figure 2 diagrams the complete categorical model.

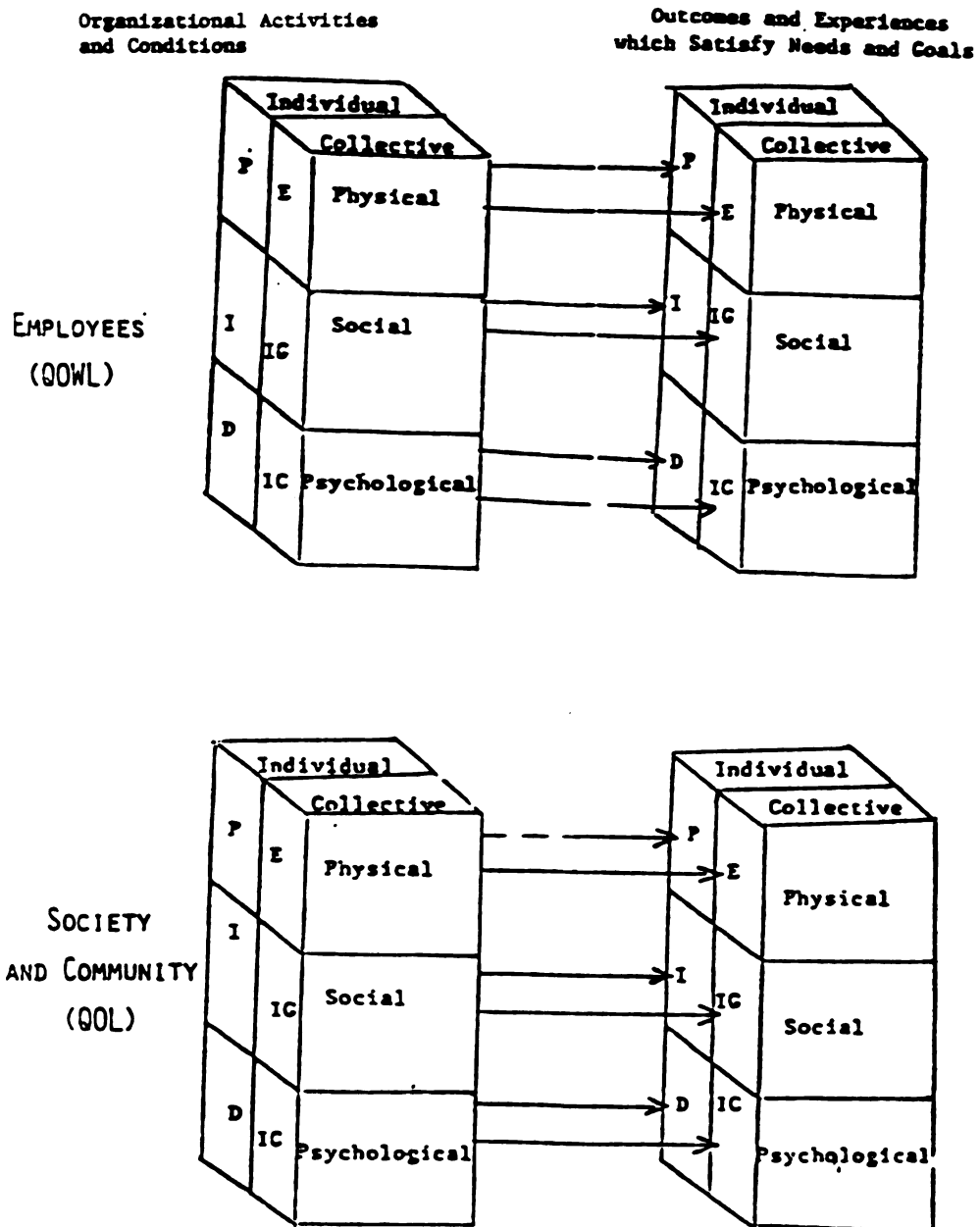


Figure 2. Complete Categorical Model of Organizational Social Responsiveness

The four dimensions and their levels form 24 categories-- 12 quality of work life and 12 quality of life. Each of these 12 categories are then broken down into six categories of organizational activities and six categories of human outcomes.

Identification of Organizational Social
Activities and Their Human Outcomes

Organizations affect their constituents' need and goal satisfactions by implementing activities and creating conditions as a result of their policy formulations and program initiatives. These activities and conditions result in certain outcomes and experiences for the constituents. The consequence of these outcomes and experiences is the fulfillment or lack of fulfillment of the needs and goals the constituents possess.

An important direction for research in this area is the analysis of the relationships between organizational activities and conditions on the one hand and human outcomes and experiences on the other. The complexities of these relationships are no doubt immense. Organizational activities in any one realm will no doubt affect a number of different types of outcomes for a number of constituent groups. The study of open systems in a number of fields has made this conclusion obvious. In order to grapple with these

complexities it is necessary to develop a framework for analysis. Such a framework must be based on the properties of the organizational activities and conditions, their resulting human outcomes and experiences, and the constituents involved. The primary purpose of this thesis is to develop and empirically evaluate a static model of the properties of organizational activities and their human outcomes. Such a model would lay a groundwork for the conceptual development and empirical investigation of generalizations concerning causal relations among organizational activities and human outcomes over time and across constituent groups. The proposed model is based on four dimensions which depict the major properties of the phenomena under study--organizational social responses. The first two dimensions are based on the properties of human outcomes and experiences. The first property is the phenomenological source or sphere of the outcome, which has three levels: physical, social, and psychological. The second property of human outcomes is the unit of reception, which has two levels: the individual and the collective. The third dimension of the model is the impacted group or the constituent group affected by the organizational activities and conditions. For reasons of simplicity only two levels of this dimension are considered at this time: employees and society

in general. The fourth dimension of the model concerns the causal sequence between organizational social policy and the quality of human life. There are two main causal sequences of interest: the resulting organizational activities and conditions and the subsequent human outcomes and experiences.

The specific areas of investigation of this research is the validation of the proposed four dimensional model and the contents of the model. Results of the research should indicate possible modifications for the static model and future directions for research in the study of the causal relations between organizational activities and human outcomes.

The proposed static model is hypothesized to descriptively account for and subsume previous empirical and theoretical notions concerning the relations between organizational activities and human outcomes. That is, the model can descriptively explain ideas and findings in such fields as quality of work life, job satisfaction, quality of life, and corporate social responsibility. Indeed, the model is intended to integrate such fields and subsume them. Furthermore, the development of the contents of the static model should be based on developments in all these fields. The purpose of this chapter is to develop the contents of the static model of organizational activities and human outcomes using

developments in these diverse fields of study.

The first section of this chapter will review the major studies in the area of quality of life. The purpose of this subsection will be to identify the major elements and factors of quality of life. The second section will review the major studies in the field of quality of work life and job satisfaction. The third section will concentrate on studies in the field of corporate social responsibility. The intent of this third section will be to help identify those organizational activities and human outcomes which are relevant to both employees and society-in-general. The fourth and last subsection of this chapter will integrate these three research fields and propose the full contents of the static model based on the literature reviews.

Quality of Life Indicators

Recently material well being has fallen into disfavor as the major index of quality of life. Campbell et al. (1976) have noted a gradual but consistent decline in reported levels of satisfaction in the U.S. from 1957 to 1972 at the same time that economic and social indicators went up. Liu (1975) reports that dissatisfaction with the quality of life in the U.S. tends to rise more than proportionally with real per capital income and technological advancement. Some researchers claim that this decrease in satisfaction results from declines in

other non-economic areas of life. Hobbs (1971) believes that economic growth has led to mixed blessings, some of which include pollution, crime, over-crowding, and disharmony in human relations. Sheldon and Moore (1968) believe that economic expansion and urbanization have produced serious social strains. These perspectives are examples of the view that quality of life is composed of a number of components of life with material well-being as only one aspect. Some cross cultural and cross regional studies, though, show that economic conditions are not correlated with self reports of well-being. Cantril (1965), in his now classical study of quality of life in a large number of countries, found that although there is a weak relationship between income and satisfaction within nations, there are no consistent significant differences in life satisfaction across countries even with the large average income differences between countries such as Egypt and West Germany and Nigeria and Japan. Schneider (1975) found no significant correlation between the economic characteristics of American cities and measures of life satisfaction. Economic conditions seem to be little related to reports of satisfaction and where there may exist such a relationship it is probably due to comparisons to some reference group (Easterlin, 1974).

Attempts to define quality of life have been

numerous and often conflicting. Most researchers agree that the concept is multidimensional and complex (Levi and Anderson, 1975; McGranahan et al., 1975; and Steelman and Evans, 1976). Campbell et al. (1976) believe that the concept is a "vague and ethereal entity" and Dalkey et al. (1972) express that the concept is used usually as a mere slogan. The Environmental Protection Agency (1973) states that the concept suffers from a lack of consensus of definition. The response of most researchers is to acknowledge the state of confusion of the concept and then go on to operationalize and measure it (Dalkey et al., 1972).

There are, however, a number of writers who attempt to directly define quality of life. Gitter and Mostofsky (1975) define quality of life as a set of conditions of a person's day to day life. Campbell et al. (1976) describe it as the perceived discrepancy between aspirations and achievements. McCall (1975) concludes that a person will be satisfied depending on the extent to which his basic needs and major wants are fulfilled. Coleman (1975) observes that quality of life is the amount of happiness, comfort, satisfaction, and general living condition in a person's life. Liu (1975) defines it as a subjective name for the well-being of people and the environment they live in. A number of researchers define quality of life as the composition of a number

of partial satisfactions with aspects of their lives. Humphrey (1967) states that high quality of life infers high standards in one's actions, attitudes toward life and people, concern for others, and the best use of one's time, talent, and abilities. Campbell and Converse (1975) define it as a composite measure of physical, mental, and social well-being as perceived by each individual, and of happiness, satisfaction, and gratification.

A large amount of the current research in quality of life measures the concept by asking respondents to rate their perceived happiness or satisfaction with a number of aspects or domains of their lives such as neighborhood, family, house, and work (Abrams, 1973; Andrews and Withey, 1976; Andrews and Crandall, 1975; Harwood, 1976; Rodgers and Converse, 1975; Liu, 1975; Wilson, 1969; and Dalkey et al. 1972). There are a number of disagreements with this approach. McCall (1975) states that quality of life is not a sum of happiness of life domains but is the existence of necessary conditions for happiness. Basing his argument on measurement theory, Bunge (1975) states that an indicator is a symptom of some condition and is just one component of a vector which points to some condition of something. Bunge then states that a measure of a construct is not an operational definition but is a hypothesis which needs

theory and empirical validation. Although Bunge fails to provide a theory that explains the concept of quality of life, he indicates a need for research on the psychological nature of well-being.

Research is just beginning on the psychological nature of well-being. A few interesting results have been found on the nature of self-reported well-being. Bradburn (1969) found two independent measures of affect, positive affect and negative affect. Using his "affective balance" scale, Bradburn found that reports of negative affect were uncorrelated with reports of positive affect. He concludes that happiness is the combination of the absence of negative affect and the presence of positive affect. Another interesting result of research in self reported happiness is Campbell et al.'s (1976) finding that self reported happiness is correlated negatively with age, and self reported satisfaction positively with age. The researchers conclude that there are two aspects involved in reports of well being, affective and cognitive. Cognition is tapped by satisfaction measures and affect by measures of happiness. Thus younger people are happy but dissatisfied because they feel good about their lives but think worse of it. Campbell concludes that the human experience of well being is better defined as three aspects, affect, satisfaction, and stress.

Shin and Johnson (1978) formulated a number of theoretical positions on avowed happiness and then attempted to empirically determine their predictive contribution to overall happiness. Eliminating two historical definitions of happiness, namely, the hedonistic model of short term moods of gaiety and elation and to be happy with or about something, the researchers state that happiness includes all human needs, interests, tastes and demands, and a harmonious combination of these elements. Shin and Johnson (1978) then identify four main sources of happiness. The first is having certain things that give passive pleasures. This source is materialistic and is historically related to the idea of Epicurean ideals. The second source, developed from the ideas of utilitarians, is the satisfaction of desire that emanates from needs and wants. The third source, developed from Aristotle's eudaimonia, is from creative activity and the fulfillment of one's capacity. A fourth source of happiness originates in an individual's comparisons with other persons and past experiences. Using a multiple regression procedure, only the first two sources were found to be related to overall happiness. The four happiness sources are of particular interest because they relate to the four of the six categories in this study. The materialistic and need fulfillment sources relate to the Provisional

and Environmental outcome categories. The creative activities and fulfillment of one's capacities correspond to the Individual Development category. Lastly, the social comparisons correspond to the Interindividual Consistency category.

The above brief excursion into possible psychological processes of self-reported happiness demonstrate that the researcher cannot take for granted that there exist congruence in varying individual reactions, including cognitive and affective, to the environment. The nature of these psychological reactions is of high research priority. However, it is the connection between the physical and social environment and the individual which is the primary concern in the study of quality of life. A number of theorists (Campbell, Converse, and Rodgers, 1976; Andrews and Withey, 1976; Strumpell, 1976; Land, 1975) develop conceptual models of quality of life around the Lewinian notion that behavior is a consequence of the environment and the individual. For example, Campbell et al.'s model is a causal sequence from the objective attribute, the perceived attribute, the evaluated attribute, and finally domain satisfaction. Once a model of this sort is developed, the next step for the researchers is the development of a list of quality of life factors, indicators, or components (Environmental Protection Agency,

1973).

Ayers (1972) states that there are four sets of classification criteria for the development of categorical models. They are: the classification be unambiguous; all possible cases be covered; the number of classes be small enough to manipulate but large enough to permit detail; and an entity must be homogenous within a class but differentiate from entities from other categories. The primary means, in the literature, of developing categories is the researchers' own reflections on the domains of life, which may include family, work, community, etc. The primary problem with this approach is that each of these domains contribute to different outcomes sought by individuals. Quality of life does not necessarily develop from satisfaction with these domains but instead is derived from the universe of human outcomes which are generated from these domains. A person may report total satisfaction with family life even though he may have next to none because he obtains his desired outcomes from other life domains. This study proposes that quality of life is derived from the existence of a number of outcomes an individual desires, the intensity of the outcomes present, and the aspiration and importance levels of these outcomes. The human outcomes may emanate from domains of living, such as family and work, but it is the human outcomes which

lead to satisfactions and happiness. Hence, a model of quality of life should be based on human outcomes and experiences and not domains of life.

The domains of life are conditions through which an individual obtains desired outcomes. Each domain of life may be instrumental for any combination of the six basic categories of human need and goal outcomes. Each domain, though, principally provides for outcomes in one of the categories. For example, recreation may provide principally for Individual Development category, government for Interindividual Consistency, health services for Provisional outcomes, and land use for Environmental outcomes. A number of these "life domain areas" and their principal category of outcomes which they provide for are listed in Table 2. These factors, categories, or domains are developed by a number of researchers for the purpose of developing indicators of quality of life (Andrews and Withey, 1976; Dalkey et al., 1972; Flax, 1972; Abrams, 1973; Anderson, 1978) or for policy decisions (U.S. Department of H.E.W., 1969; Report of the White House Conference on Youth, 1971; E.P.A. Fellows, 1973; Economic Council of Canada, 1971; OECD, 1973; Goals for America, 1960). Table 2 includes those studies and others and indicates their stated uses and their method of construction.

After an examination of Table 2 it is fairly

Table 2. Content Analysis of Literature on Quality of Life Facets.

Author	Issued Date	Method of Construction	Individually Received			Collectively Received		
			Provisional	Interpersonal	Developmental	Environmental	Integration	Consistency
Goals for American-Canadian Commission (1960)	Develop content areas for quality of life	Consensus of commission	Agriculture Economic growth Technical change Health & Welfare		Individual education Arts & Science	Living Conditions		Equality Democratic economy Democratic process
Casrell (1945)	Develop main positive and negative human concerns	Rank ordering by individual	Economic situation Job situation General goals	Family	Own character Self concerns		Social goals International situation	Political goals
Delker (1968)	Develop a comprehensive set of Q.O.L. scales	Weight techniques	Health Affluence Security	Status	Activity Novelty		Aggression Sociality	Freedom
U.S. Dept. of HEW (1969)	Categories of Q.O.L. for Social resources	Unrated	Health Income Poverty		Learnint Science & Arts	Physical environment	Participation & alienation Social mobility	Public order and safety
Drenowatz (1970)	Develop multi-ary index of "measurable well-being"	Selected by investigator	Nutrition Shelter Health Security		Education Leisure	Physical environment	Social environment	
Economic Council of Canada (1971)	Develop a scheme of indicators to permit policy formation	Commissioners identified for council members	Health Longevity Final goods & services - income - efficiency - waste		Knowledge and skills - education - research - land Self determination	Natural Environment - air - water - land Man Made Environment - population - public services - shelter - leisure facilities - time	International Relations - territorial integrity - international cooperation	Basic Freedoms: - expression - privacy - assembly Equality & security Electoral decision making Group rights
Tronke et al. (1977)	Construct a model for a community ecosystem	Developed by investigator	Economy	Family	Knowledge Religion Education	Physical and environmental Personal characteristics Physical events	Cultural aesthetics Social system	Values Politics Institutional and social patterns
Flax (1972)	Examine objective life conditions in 17 U.S. cities	Based on available statistics in 17 areas	Income Health Employment Health		Education Participation Alienation	Environment	Social disorganization	
Swaiden and Land (1972)	Testative list of social indicator content areas		Employment Income Health Consumption Technology	Family	Knowledge Education Leisure Religion Alienation Use of Time Aspirations - satisfaction - acceptance - morale	Housing Transportation Physical Environment	Population Public safety Social mobility & stratification Voluntary associations	Legal justice Politics
Andrews and Wither (1973)	Measure and predict life satisfaction	Constitution of clusters	Money Goods & services Personal health Corruption	Family life Family plans	Oneself Amusement Leisure Hobbies	Housing	Communal	Government
Abrams (1973)	Measure Q.O.L. in Britain	Items in domain developed from interview of public	Health Financial situation Job	Friendship Family life	Leisure Education	Housing	Neighborhood	Police Courts Welfare services

Table 2. (cont'd.).

Author	Inborn Use	Method of Construction	Individually Received			Collectively Received		
			Provisional	Interpersonal	Developmental	Environmental	Integration	Consistency
EPA Fellows (1972)	Develop 9.0.L. Index list	Consensus of members	Income Economic security Physical security Health - physical - mental - nourishment	Family Socialization	Work Satisfaction Recreation	Physical environment - housing - transportation - material quality - public services - aesthetics Natural environment - air quality - water quality - radiation - solid waste - toxicity - noise	Community Social stability Culture	Income distributions Political environment - informed constituency - civil liberties - electoral participation - governmental responsiveness
Finnsen (1973)	Categories of 9.0.L.	From personal interviews, critical incidents used	Material well-being Future security Health and personal safety Job	Relations with family - children - spouse Close friends Socialization	Intellectual activities Spiritual expressiveness Values Manual skills Self understanding Creativity Recreation	Aesthetics	Social, community and civic activities	
OECD (1973)	Determine well-being in each social concern and changes therein	List of 24 social concerns common to member countries broken into major categories	Health Command over goods and services		Individual development through learning, quality of work life, time, and leisure	Physical environment	Social participation	Personal safety Administration of justice
Statistical Policy Division of the Office of Management and Budget (1973)	Statistics on social conditions and trends in U.S.	Content areas of available statistics	Health Income Employment		Education Leisure and recreation	Housing	Population	Public safety
Yorlucky (1973)	Calculations possibilities for improving quality of life	Selection of goals based on relative importance in public and private budgets	Health Level and stability of income		Education and abilities Art Science Leisure time	Housing		Equality of income
Economic Council of Japan (1973)	Supplement calculations of national income with marketed and non-marketed consumption	Developed from Marx-Bossonic Theory	State consumption Private consumption Consumer durables Domestic work		Leisure time	Conservation costs Environmental costs Urbanization costs		
Wiles (1973)	Develop comprehensive set of social indicators	Main indicators ascertained through factor analysis	Individual status Economic growth Technological change Agriculture Health		Education	Living conditions		Individual equality Social security
Barber and Shaggen (1973)	Environment-behavior relationships	Sociological study of an English and American town	Business Nutrition Personal appearance Physical health Professional involvement		Education Recreation Religion	Aesthetics	Social contact	Government

Table 2. (cont'd).

Author	Intend Use	Method of Construction	Individually Received			Collectively Received		
			Provisional	Interpersonal	Developmental	Environmental	Integration	Consistency
Gitler and Hershofsky (1975)	Develop an exhaustive list of categories of Q.O.L.	Subjective indicators	Health Income Personal appearance Safety of self and prosperity	Getting along with people	Leisure Educational attainment Enjoyment of art Fulfillment with life and work Advancement opportunities	Living and working physical appearance	International conflict	Morality Rights
Levy and Gutman (1975)	Develop multi-variate structure of well-being in 4 dimensions: (1) community vs. self (2) state vs. treatment (3) economic vs. social security (4) general vs. specific	Small space analysis is used to map goals into a four dimensional cylinder	Security Health Economic Work	Family	Recreation Education Religion		Society Immigration Communication	Information
Rodgers and Converse (1975) and Campbell, Converse and Rodgers (1976)	Devise domain of Q.O.L. and psychometric properties	Canonical correlation analysis of a set of global assessments and a set of domain satisfactions	Health Savings Standard of living Job	Marriage Family life Friendship	Amount of education Housework Non-work	Housing	Life in U.S. Neighborhood City or Country	
Rittel, Vilkening, and Martensen (1976)	Examine relation between political ideology and subjective Q.O.L.	not specified	Medical services Stores Standard of living Houses		Public Schools Spare time Accomplishment Life Happiness Recreation	Streets & roads Environment	Crime Neighborhood Community	
Harwood (1976)	Devise categories of Q.O.L.	Testimonials of individuals (brainstorming)	Income Employment	Family Friends Social acceptance	Education Leisure Personal well-being	Physical environment		Freedom
Anderson (1978)	Typology of social goals and indicators	Combined from various sources	Life expectancy Infant mortality Disability Health Earnings Poverty GDP Price stability Unemployment	Relationships with spouse Children Family Friends	Mental health Education expenses, attainment, and performance Science & arts Leisure time Recreation	Housing Pollution	Crime rate Neighborhood quality Social disturbances Voting participation	Distribution of income Social mobility National defense United Fund
Russ-Elli (1978)	Neighborhood factors affecting quality of life	Scales derived from factor analysis of previous scales and added items	Material well-being Financial security Health Personal security	Relationships with spouse Children Family Friends	Intellectual development Personal understanding Occupational role Creative expression Recreation	Neighborhood Pollution	Helping people Participation in government Socializing	

evident that the quality of life factors and elements developed in the literature can be content analyzed in terms of the two basic dimensions of the static model and their levels. The 6 categories of the static model, which define the primary domains of human outcomes and experiences, indicate where various theoreticians and writers place their emphasis in defining quality of life. Comparisons across authors indicate where there is redundancy and where lack of attention has existed.

The review of the quality of life literature and the content analysis suggests that the first two dimensions of the static model descriptively accounts for human outcomes and experiences in the realm of society in general. The next section turns the focus of attention to those organizational activities and human outcomes relevant to employees.

Quality of Work Life Indicators

The development and research of the quality of work life concept has to a great extent paralleled the work on quality of life. Like quality of life, the literature on quality of work life is in disagreement on an acceptable definition and is diffuse and nonintegrated. Seemingly, both concepts have risen from a need to incorporate noneconomic factors in evaluating and understanding the relationship of the individual to the

society or the organization. The term "quality of working life" was introduced by Louis Davis in the late 1960's to refer to the relationship between the worker and his working environment as a whole. This aim has continued to flourish; the identification of all the organizational and individual variables which affect the quality of the individual's experience within the organization is the primary objective of the research on quality of work life.

Quality of work life has been defined using different sets of outcomes for different relevant groups. Unions think of quality of work life in terms of job availability and security, application of the principle of seniority, equality of treatment, high rates of pay, safe and healthy work conditions, short hours of work and justice in the workplace. Management sees it as a tool to increase productivity. Government perceives it as primarily an economic issue with implication for training and safety and health. Workers, whose inputs to defining quality of work life has probably had the least effect, define it in a variety of ways and are concerned with a wide range of human outcomes. And lastly, researchers criticize the lack of attention to the interactions of the individual and the organization, the intrinsic outcomes, and the context of the larger society (e.g., Davis, 1977).

There are three broad types of definitions of quality of work life adopted by researchers in the area. The first type of definition is the extent and quality of certain conditions existing in the work place. Possibly the most comprehensive list of conditions has been developed by Walton (1974): adequate and fair compensation, safe and healthy environment, development of human capabilities, growth and security, social integration, constitutionalism, total life space, and social relevance. A second type of definition of quality of work life is the extent to which the work environment satisfies individuals' basic needs. This view is generally taken by organizational psychologists such as Lawler (1975) and Hackman and Suttle (1977). The third type of definition of quality of work life relates to the cognitive and affective reactions of individuals within the work place.

Probably the best workable definition of quality of work life incorporates organizational conditions, need satisfaction, and self reported contentment and any interactions of the three. [The definition of quality of work life used in this study's proposed model is the extent and quality of existing conditions within organizations that provide for outcomes which satisfy human needs and goals relative to the expectations and aspirations of individuals and the collective.

There have been numerous studies of organizational conditions and changes under the rubric of Organizational Development. One typology of organizational innovations directed at quality of work life is outlined by Kuper (1977). Kuper lists the following as major experiments in United States and Europe: flexitime, job enrichment, participative management, autonomous work groups, and labor/management committees. Cummings and Mallory (1977) outline the major quality of work life efforts in the following categories: autonomous work groups, job restructuring, participative management, organization-wide change, organizational behavior modification, flexible working hours, and Scanlon Plan. These two lists are highly similar and indicate agreement on the major quality of work life efforts.

A good deal of research on quality of work has centered around the development of categories of major needs and goals which are satisfied at work. Some of the major need theorists who are often cited include Maslow (1954), Alderfer (1972), Erikson (1963), and Herzberg (1957). Hackman and Oldham (1975) have developed what they term "core job dimensions" which affect critical psychological states. The core job dimensions include skill variety, task identity, task significance, autonomy, and feedback. The critical psychological states include meaningfulness,

responsibility, and knowledge of results. Burden (1975), in a similar psychological approach to individual reaction to jobs, lists the following psychological requirements of a job: social support and recognition, demanding job, feedback, able to learn, decision making, able to relate to purpose, and desirable future. Table 3 includes some other research on psychological needs satisfied at the work place. Also included in Table 3 are some of the major research and applications of work components or outcomes which relate to quality of work life.

As in the previous section on quality of life, the content analysis in this section supports the proposed idea that the two dimensional model of human outcomes and experiences descriptively accounts for the research on factors and elements in the field of quality of work life. A cursory look at Table 3 indicates where authors in their field generally place emphasis and where lack of attention exists. For example, a good deal of attention of theoreticians and researchers is focused on those organizational activities and human outcomes relevant to the psychological experiences of the individual such as in job enrichment, advancement opportunities, self esteem, and self actualization. Less emphasis is generally placed on the physical environment and the social spheres of the workers' lives.

The next section is devoted to studies in the field

Table 3. Content Analysis of Literature on Quality of Work Life.

Author	Intend Use	Method of Construction	Individually Received			Collectively Received		
			Provisional	Interpersonal	Developmental	Environmental	Integration	Consistency
Smith et al. (1945)	Development of the Job Description Index	Psychometric analysis on repeated uses on various samples	Pay	Supervision People	Work Promotions			
Bumette et al. (1946)	Designed to test Herzberg's two factor theory	Utilized Herzberg's factors	Supervision - technical Salary Security	Recognition Co-workers Supervision- human relations	Achievement Responsibility Work itself Advancement	Working conditions	Company policies and practices	
Porter (1962)	Measure the magnitude, importance, and need satisfaction for managers	Based on Maslow's (1954) hierarchy of needs	Security	Opportunity to help people Close friendships Prestige inside and outside of company	Feelings of self esteem Amount of authority Opportunity for independent thought Participation in goal setting and methods Personal growth Self fulfillment Worthwhile accomplishments			
Baltes and Bourke (1971)	Development of a comprehensive set of needs	Delphi technique using college students	Economic well-being Health Sex	Interpersonal relationships	Self-esteem Emotional security Achievement Individuality Participation Change Self-control Privacy			
Goodale, Hall, Burke, and Johnson (1972)	List of components of Q.O.W.L.	Conceptual perspective of investigator	Physical health Physical and economic security	Social Relatedness	Self control Self esteem Self identity Task activity Self development Task success Task involvement Task satisfaction		Social involvement	
Walton (1973)	Conceptual overview encompassing Q.O.W.L.	Conceptual perspective of investigator	Adequate compensation		Immediate opportunity to use and develop human capabilities Future opportunities for growth Work and the total life space	Safety and health conditions	Social relevance of work Social interaction	Fair commensation Constitutionalism
Borden (1973)	Psychological requirements of a job	Developed from work of the Tavist Institute		Social support and recognition	Rewarding job Feedback Able to learn Decision making Desirable future		Able to relate to purpose	
Shear (1975)	Percentual indicators used to reveal trends	Ten items taken from official ministry of West Germany	Earnings Working time	Contact with workers and superiors	Job content Advancement and training	Work safety Working conditions	Work atmosphere Participation	

Table 3. (cont'd).

Author	Intend Use	Method of Construction	Individually Received			Collectively Received		
			Provisional	Interpersonal	Environmental	Integration	Consistency	
Hackman and Oldham (1976)	Develop a model of individual reaction to job characteristics	Path model of core job dimensions and critical psychological states			Skill variety Task identity Task significance Autonomy Feedback Meaninglessness Responsibility Knowledge of results			
Herrich and 'Ince' (1975)	Four principles of humanization of work	Conceptual and prescriptive of investigator	Security		Individuation		Equity More place democracy	
Davis (1977)	List of elements in quality of work life	Conceptual and historical perspective of author	Security in employment Adequate income Reasonable hours		Flexitime Self development Control over work Pride Wide career choice	Less red tape	Realistic treatment Democracy at work	
Kuper (1977)	List of developments in the quality of working life				Flexitime Job enrichment Autonomous work groups		Participative management Labor/management committees	
Carlson (1978)	Dimensions of of General Motors Work Life Survey	untested	Economic well-being	Supervisor relations Work group relations	Use of skills & abilities Career goals Individual respect State of mind Absence of stress Personal life	Working environment	Commitment Absence of apathy Involvement & influence Confidence in management Union/management relations	
Peay and 'remander' (1978)	Categorize contents of surveys and studies in job satisfaction	Exhaustive list of categories used in most previous studies of job satisfaction	Salary Security Employment benefits	Recognition Co-workers Supervision Status	Achievement Responsibility Work itself Advancement Training Growth Personal life	Working conditions	Company policy Social & technical environment Standards Communications International relations	

of corporate social responsibility. This area of research is more general than both quality of life and quality of work life. Studies in this field will be content analyzed in terms of organizational activities and human outcomes for both society-in-general and employees.

Corporate Social Responsibility Assessment

The concept of corporate social assessment is entwined with the definition of organizational social responsiveness. The latter defines the domains of performance upon which the audit attempts to measure. As the areas of responsibility of the corporation are continuously shifted so do the criteria of corporate performance. Post (1975) states that the performance of a corporation needs to be evaluated in the context of its status in the environment. Status is the role expectations of the corporation by the larger social environment. These sets of role expectations of corporations within a society develop into models of corporation-society relationships. The models are: legal, market, exploitation, techno-structure, and interpenetrating systems (Post, 1975). In each model the behaviors of an organization are evaluated by different criteria. For example, if a corporation's status is enveloped in a legal model then its adaptive behavior

is evaluated by adherence to the rules of the game. If the corporation exists under a market model, then performance is measured in terms of its competitive behavior (Post, 1975). As Sethi (1975) states, "a specific action is more or less socially responsible only within the framework of time, environment, and the nature of the parties involved." Thus, the assessment of the social performance of a corporation is based upon the role of that corporation within society--the valence of the elements in the universe of outcomes depends on the particular social system and organization.

As noted in the earlier chapters, the domain of corporate social responsibility is expanding. This domain of responsibility is increasing beyond the corporation's traditional economic role to the contributions to the total "life space" of the individual. Ackerman and Bauer (1976) state that "corporate responsiveness is a movement to make institutions more responsive to human needs...it is a rebellion against measuring progress predominantly in economic and technical terms." This perspective is not meant to imply that corporations have historically averted the fulfillment of human needs but instead implies that as the domain of outcomes sought shifts and expands, it is the responsibility of the corporation to conform to the changing human needs and goals. The Committee

for Economic Development in 1971 stated that, "business enterprises, in effect, are being asked to contribute more to the quality of American life than just supplying quantities of goods and services." Due to the greater recognition of the corporation's wide range of impacts on the quality of life and an expanding role of the corporation within society, the social performance assessment of an organization increasingly needs to be based on an expanding domain of human needs and goals.

Despite the recency of the demand for corporate social responsibility assessment and criticisms of the scarcity of quality research in the area of the corporate social audit there are a number of categorizations or typologies of corporate social audits. Bauer and Fenn (1972) provide four categories of social audits. One approach is to collect evidence that the corporation is doing no social harm or is not under indictment by a governmental body. A second category is to rely on subjective impressions of knowledgeable and concerned persons. The third approach is to select specific programs and areas of activity, and to descriptively review them in detail. Examples of this third approach includes the work of the Council on Economic Priorities on assessing corporate performance in such areas as air and water pollution, the Equal Employment Opportunity Commission's work on assessing minority hiring and

promotion, and the attitude survey method used by Blum (1958) to measure progress in human relations. The fourth approach is the development of sophisticated quantitative measure of social responsibility. Ackerman and Bauer point out three examples of this last category of social audits. An example is Sater's (1972) proposal to rate organizations relevant to a number of comparison groups on a number of dimensions of social issues. A second example is Abt's (1972) social audit which is a balance sheet of the company's current and long term social assets and liabilities, and a statement of the social gains and losses in the current year.

A more recent and extensive typology of social audits is developed by Blake, Frederick, and Myers (1976). Six types are described and examples are given. Type I is called Social Balance Sheet and Income Statement which attempts to convert social benefits and costs into dollar terms and to develop a social statement paralleling a conventional financial statement. Two examples are given: the Abt audit which intends to measure all social benefits and costs and the Linower audit which measures only voluntary expenditures. Type II audit is called the Social Performance audit which consists of research based studies of the performance of selected companies in particular industries on areas of social or political concern such

as pollution, minority personnel practices, and war machinery. Two examples given are the work of the Council on Economic Priorities and the Interfaith Center on Corporate Responsibility.

The Type III audit is named the Macro-Micro Indicator Audit which is a numerical assessment of company social performance compared to a set of indicators developed at national, regional, or local levels. A framework of goals, criteria, and norms for the general community is established at a macro level and is used to compare with similar micro indicators of individual companies. At the point of their writing, the authors give only the proposed studies of Preston and Post (1975), the work of the First National Bank of Minneapolis, and the proposed work of the Urban Strategy Center of the U.S. Chamber of Commerce (see Table 4).

Type IV is called the Constituency Group Attitudes Audit which attempts to measure preferences and attitudes of groups or constituents which are affected by the corporation's activities and policies in various areas of social concern. The most comprehensive proposal of this approach is by Shocker and Sethi (1975) who adapt a marketing methodology approach of determining priorities for corporate social actions through responses to profiles of social action possibilities. Also a more recent

study by Strand, Levine, and Montgomery (1981) assessed the preferences of job seekers for entering organizations based upon organizational personnel and social policies.

Type V audit is a category of Government Mandated Audits which numerically assesses corporate performance in mandated areas such as discrimination and pollution, plus descriptions of practices, policies, and organizational characteristics. Agencies such as the Environmental Protection Agency, the EEOC, and OSHA all use this approach.

The last category of social audits, Type VI, is called the Social Process/Program Management Audit and is advocated, extensively described, and applied to a number of organizations by Blake, Frederick and Myers (1976). The Process/Program Management Audit is described as a "quantitative, descriptive, and social science analytical assessment of organizational performance in selected programs having social significance and impact." The auditors analyze the history of a program, the process of program goal development, the process of inputs-throughputs-outputs of the program, and the process of evaluation. Two organizations are currently actively using the program management audit. One is the Social Audit Research Group at the University of Pittsburgh, and the second is the Bank of America.

Dierkes and Bauer (1973), in their attempts to

delineate the major issues in assessing corporate social accounting, believe that the concepts developed in social auditing center around four basic dichotomies. Proposals for social audits may be designed either irrespective of their feasibility or for immediate applications. Second, the audits may be for reporting to the public or for internal decision making and enforcement of policies. Thirdly, the social audits may either measure the social impact of all business activities or focus on a specific area, predominantly on a company's social programs. And lastly, there are social accounting methods that report social impacts exclusively in monetary terms, and audits which also include nonfinancial measures. According to Dierkes and Bauer most of the social audit developments can be characterized by these dichotomies and have not been integrated and cross fertilized.

The corporate social audits function to delineate the major categories of corporate social activities. As mentioned previously, these activities are directed at both the organizations' employees and society in general. The former activities constitute the organization's quality of work life activities and the latter activities define the quality of life concerns. Table 4 contains most of the major corporate social audits and the areas of activities and impacts.

Inspection of Table 4 reveals a great deal of

Table 4. Content Analysis of Literature on Corporate Social Responsibility Factors.

Author	System	Internally Directed					Externally Directed				
		Provisional	Individually Received		Collectively Received		Provisional	Individually Received		Collectively Received	
			Inter-personal	Developmental	Environmental	Integrative		Inter-personal	Developmental	Environmental	Integrative
Marken, Conner, Snowball & Thomas (1973)	Tracking of trends in social demands through content analysis of weekly magazine and corporate annual reports	Safe working conditions		Education & training	Working condition improvement		Minority education	Consumer issues: pricing, sales, packaging, warranty, product safety & quality	Philanthropy, cultural activities, community development	Environmental protection, production & product recycling	Youth activities, charity
Elbert and Parbat (1973)	Listing of types of CSR activities						Minority training	Consumer complaints, product defects, consumer labels, under-representable accounting	Contribution to education & arts	Ecology, Urban renewal	
First National Bank of Minneapolis (1974)	Developed internal social audit	Public safety, Income, Health, Transportation		Education			Equal job opportunities	Housing, Community investment, Consumer protection and service	Cultural contribution	Environment	Community participation
McAdam (1973)	Identification of critical areas of CSR	Employee safety & health, Services, Equipment, Food, Salary, Retirement, Profit-sharing, Invoce, Transportation, Insurance, Stock plans		Training, Leisure, Recreation, Culture, Employee education, & training, Career counseling	Work environment, heat, ventilation, space, lighting, noise		Promotion practices, age, sex, safety, race, education, handicap, performance training & advancement	Product quality, safety, disposal, design, life, performance, maintenance, packaging	Philanthropy, art, education, poverty, health, community	Environment, acquisition, production, products, transportation	Employee involvement in community development
Carson & Steiner (1974)	Identification of social and economic programs of large U.S. corporations	Welfare centers, Job security & safety, Benefits		Special training, Career opportunities, Improvements			Minority advancement, Equality of results	Economic growth & efficiency, Public medical care	Contribution to education, Public relations, Culture & the arts	Urban renewal, Pollution, Urban development, Conservation	Supporting open housing
											Recruitment of disadvantaged, Minority employees, Supporting minority & ghetto involvement, Government promotion

Table 4. (cont'd.).

Externally Directed													
Internally Directed						Externally Directed							
Author	System	Individually Received		Collectively Received		Individually Received		Collectively Received					
		Provisional	Inter-personal	Developmental	Environmental	Integrative	Consistency	Provisional	Inter-personal	Developmental	Environmental	Integrative	Consistency
Bushler and Sherry (1976)	Empirical analysis of managerial responses to urban, consumer and environmental affairs			Training				Employment		Contributions to education	Urban renewal	Construction and relations	Credit practices
								medical assistance		Pollution water	Pollution water	Government relations	Information disclosure
								Quality control, product design		air waste noise radiation	air waste noise radiation	international relations	
								Customer service					
								Customer information					
								Sales practices					
								Fair pricing					
Ettes (1976)	Social audit of CSR in terms of dollar units	Remuneration		Training programs	Working conditions	Communication	Promotion policies	Transportation		General pollution	Urban renewal and planning		Equal job opportunity
		Drug and alcohol prevention		Job-enrichment				Health services		Education			Handicapped employment
		Employment continuity						Housing			Environment		Minority business
		Childcare						Food programs			air waste sound		
								Product labeling			water solid waste sound		
								Consumer education			resources		
								Product safety			recycling		
								Advertising			aesthetics		
								Research					
American	Develop area, and attributes of CSR for purposes of measurement	Health & safety	Overseer relations	Job control	Work place conditions	Employee organization	Job creation			Air quality	Employment		
(1977)		Employee transportation	Management worker relations	Non-work opportunities		distribution of groups				Water quality	communitarianism		Facilitation
		Income		Personal assistance						Noise			
		Future income		Guard mobility						Solid waste disposal			
		Employee protection								Land			
		Employment security & stability								Balanced ecology			
										Aesthetics			
Fry Consultants ARA Service Inc.	Evaluate areas of CSR in large corporations			Internal promotion		Training advancement of minorities	Consumerism	Community education	Pollution	Government			
							Socially needed service	Salute recreation	Community housing				
Ontario (1977)	Assess management attitudes toward CSR	Employee safety				Equal opportunity in promotion	Consumerism		Pollution	Equal opportunity			
							Foreign investment		Control	in hiring			
									Environment	Minority investments			
									Impact				
									Resource conservation				

overlap between the organizational activities and conditions identified in the literature on social audits and those identified in the research fields of quality of work life and quality of life. Very few of the social audits, though, list organizational activities or human outcomes in the domains of interpersonal interactions and social integration for both employees and society-in-general. A great deal of attention of the audits is focused on material provisions, individual development, and interindividual consistency for employees. These same domains of human outcomes and organizational activities are emphasized for society-in-general, but in addition, physical environmental aspects are also frequently mentioned, including pollution abatement and conservation. These patterns may be indicative of contemporary issues in the field.

The next and final section of this chapter will propose the full contents of the static model of organizational activities and their human outcomes. The literature on quality of life, quality of work life, and corporate social responsibility reviewed and briefly summarized in Tables 2, 3, and 4 is the primary source for the identification of the proposed elements.

Proposed Contents of
Organizational Activities
and Human Outcomes Model

The approach of this study is an attempt to define organizational social responsiveness in terms of the total effect of organizational activities on the quality of life of society and the quality of work life of employees. Quality of work life and life is defined as the intensity and frequency of activities and outcomes which satisfy human needs and goals relative to ever-changing expectations and aspirations. The universe of possible outcomes which affect quality of life originate in the phenomenological existence of individuals in the physical, social, and psychological spheres of life. The purpose of the model is to define the major properties of human outcomes and experiences, their levels, and the resulting categories and elements of the universe of human outcomes which affect the quality of human experience and existence.

Once such a structure of human outcomes and experiences is identified, the major elements of human outcomes and experiences that are desired by individuals and collectives in the culture of concern can be listed. The value attached to the human needs as well as the desired outcomes and experiences is relative to the individual, the society, and the culture.

The four major dimensions of the model define the

universal space of the activities and experienced outcomes that affect quality of life and work. The first dimension is the source of outcomes and has three levels, physical, social, and psychological. These three sources constitute the major spheres of life in which individuals experience outcomes. The second dimension describes the two receptors of outcomes, the individual and the collective. (The individual level describes outcomes which are directly received by the individual; whereas collective outcomes affect the entire group directly and only indirectly the individual. For example, the total equity of a system is affected by any one element, and intergroup relations are affected by the change in any one person's perspective. In contrast, the health of any person does not necessarily affect the health of the collective (unless, of course, the illness was environmentally caused, in which case the outcome is collective and not individual). Hence the second dimension of the universe of human outcomes describes the principle of the initial receiver of the outcomes.

The source and receiver dimensions of outcomes results in six major categories (Table 1). The individually received categories of human outcomes are material provisions, social interactions, and psychological development. The collectively received outcomes are physical environment, social integration, and

interindividual consistency. These individual and collective outcomes respectively correspond to the physical, social and psychological sources of the outcomes.

The third major dimension of outcomes is the impacted group. The various levels of the impacted group varies with the system under study. In respect to corporate social responsiveness, the principal impacted groups are the employees and society in general. Further differentiation of these collectives is possible but is considered impractical in this global study. The levels chosen, though, for the impacted groups dimension defines the collective level of the receptor dimension.

The fourth major dimension of the model depicts the causal sequence between the activities of the organization and the outcomes which satisfy human needs and goals. Although the number of levels of the causal sequence may vary with the detail of analysis, practical considerations for this study limits the levels to two. The first level, labeled organizational activities, result from the system outputs from the processing of perceptions of the social environment and the given resources, management values and goals, and the environmental-organizational context of the system. The second level describes human outcomes and experiences which result from the organizational activities and which fulfill human needs

and goals directly.

The combination of the four dimensions results in 24 categories of outcomes. These categories and their representative elements are depicted in Table 5. The contents of these categories are developed from the research on quality of life in Table 2, quality of work life in Table 3, and corporate social responsibility in Table 4. Careful attention has been paid to the criteria of inclusivity and exclusivity. The contents of each category are for the most part comprehensive yet non-overlapping.

Purpose

One of the primary research goals in the fields of quality of work life and organizational social responsiveness is to identify and test generalizations concerning the causal relationships between organizational activities and human outcomes. In order to do so, it has been stated that it is necessary to first build a static model of the properties of human outcomes and experiences and the organizational activities and conditions which affect them. This static model has been developed and described in the previous chapters and sections. It is the purpose of this current research to test the validity of the static model.

Table 5. Proposed Contents of Categorical Model of Organizational Social Responsiveness

Internally Directed: Quality of Work Life

Organization Activities		Human Outcomes and Experiences	
		Individual	Collective
Physical	PROVISIONAL	Income Benefits Guaranteed employment Employee social services	ENVIRONMENTAL Work esthetics Chemical and biological exposures Human factors engineering Mechanical ambiance
	INTERACTIVE	Social interactions Human relations Status mobility Flexibility for outside involvement	INTEGRATIVE Two way communication Employee/organizational goal congruence Participative decision making Collective rewards
	DEVELOPMENTAL	Knowledge & skill development Enriched jobs Advancement opportunity Acceptance of individuality	CONSISTENCY Equity of reward system Representative promotion of groups Accommodate disadvantaged groups Work democracy Constitutionalism
Social	PROVISIONAL	Material security Material betterment Physical health Physical safety	ENVIRONMENTAL Esthetics Chemical and biological healthfulness Energy exposures Physical security
	INTERACTIVE	Social participation Acceptance/social esteem Belongingness/trust Security in social interaction	INTEGRATIVE Intergroup relations Organizational identity Acceptance of organizational goals Group identity
	DEVELOPMENTAL	Self esteem/competence Lack of stress Self control Self actualization/growth	CONSISTENCY Equity in outcome distribution Equality of outcome opportunity Equality of outcomes for disadvantaged groups Democratic process
Psychological	PROVISIONAL	Material security Material betterment Physical health Physical safety	ENVIRONMENTAL Esthetics Chemical and biological healthfulness Energy exposures Physical security
	INTERACTIVE	Social participation Acceptance/social esteem Belongingness/trust Security in social interaction	INTEGRATIVE Intergroup relations Organizational identity Acceptance of organizational goals Group identity
	DEVELOPMENTAL	Self esteem/competence Lack of stress Self control Self actualization/growth	CONSISTENCY Equity in outcome distribution Equality of outcome opportunity Equality of outcomes for disadvantaged groups Democratic process

Externally Directed: Quality of Life

Organizational Activities		Human Outcomes and Experiences	
		Individual	Collective
Physical	PROVISIONAL	Products & services Technological development Employment Efficiency	ENVIRONMENTAL Conservation and recycling Pollution abatement Community services and facilities Structures/environment harmony
	INTERACTIVE	Stable employment Contributes to community activity Employee rewards for community participation Facilities-community integration	INTEGRATIVE Community renewal and planning Open constituent communication Governmental regulations Multinational imperialism
	DEVELOPMENTAL	Education Arts & culture Science Development of consumer sophistication	CONSISTENCY Representative employment Constituent representation Minority business transaction Promote national democracy
Social	PROVISIONAL	Material security Material betterment Physical health Physical safety	ENVIRONMENTAL Preservation of resources Chemical and biological healthfulness Physical mobility Community esthetics
	INTERACTIVE	Social participation Acceptance/social esteem Belongingness/trust Security in social interaction	INTEGRATIVE Community relations Constituent relations Government relations International relations
	DEVELOPMENTAL	Education advancement Cultural activities Scientific advancement Individuality	CONSISTENCY Individual and group rights Equity in outcome distribution Equality of outcome opportunity Democratic processes
Psychological	PROVISIONAL	Material security Material betterment Physical health Physical safety	ENVIRONMENTAL Preservation of resources Chemical and biological healthfulness Physical mobility Community esthetics
	INTERACTIVE	Social participation Acceptance/social esteem Belongingness/trust Security in social interaction	INTEGRATIVE Community relations Constituent relations Government relations International relations
	DEVELOPMENTAL	Education advancement Cultural activities Scientific advancement Individuality	CONSISTENCY Individual and group rights Equity in outcome distribution Equality of outcome opportunity Democratic processes

METHOD

Procedures

The development and refinement of elements in each of the theoretical clusters and the validation of the hypothesized cluster structure follows three methodological steps. First, after the theoretical development of the cluster structure (i.e., the 24 categories), a comprehensive literature review of the research in quality of life and social indicators (Table 2), quality of work life and job satisfaction (Table 3), and corporate social responsiveness (Table 4) was content analyzed to determine (a) if the categorical structure could account for the various elements and domains of quality of life and work and organizational activities in the literature, and (b) the various elements in each categorical domain. The (a) task was found to be successful, the various empirical and theoretical facets of quality of life and work in the literature consistently were categorized and indicated differences in emphasis on the categories by the various studies. Although this procedure lends only face validity to the model, it does indicate that a relatively simple analytical structure (4 dimensions) can account for twenty years of conceptualization and empirical validation

in interdisciplinary and diffuse areas of study. The (b) task, identification of the items in each of the conceptual categories, resulted in four major elements in each of the categories as listed and described in the previous chapter. The final list of 96 elements was derived through content analyzing and subcategorizing the elements from the literature in each of the categories. The resulting four elements in each category are thus based on exclusivity and comprehensiveness and represent the basic universe of content (Guttman, 1944) of the categories.

The second step in testing the theoretical model and the elements of the categories employed the use of experts in the area of industrial and organizational psychology and organizational behavior. A number of these experts on the campus of Michigan State University were sent a description of the four dimensional, 24 category model of corporate social responses and a randomly ordered list of the elements in the model identified through the literature review. Each expert was asked to write-in each element into a blank structural table of the categories similar to Table 5. Each item was analyzed in terms of the percentage agreement of raters in the various category assignments. The most frequent category mentioned for each firm indicated agreement or disagreement with a priori category assignments.

The degree of agreement indicated either a need for rewording of the item or possible interdependence of interrater agreement of the item placements, conceptual validity of the model structure, and item wording and content prior to implementation of more empirically rigorous validation procedures. The expert placement task is referred to as Study 1 in the results section.

After the contents of the model were identified and preliminarily tested in the expert placement survey, which is referred to as Study 1, a more empirically rigorous study was initiated. Thus, the purpose of Study 2 was to validate the hypothesized cluster structure using concepts developed in measurement theory. Measurement theory deals with the relationship between the theoretical constructs and the indicators or fallible measures of these constructs. This relationship can be cast, for example, in the language of cluster analysis (Spearman, 1904) or congeneric tests (Joreskog, 1971, 1978). The transition from theoretical constructs to empirical measures cannot be considered a process of operationalization but rather a process of hypothesis testing (Bunge, 1975). The differences between the theoretical construct and the measure of the construct is referred to as "error" which has two sources: randomness in a particular response and consistent idiosyncracies in the respondents (Nunnally, 1978).

The major constructs of the model are the social responses of the organization toward six conceptual categories for both quality of work life and quality of life as differentiated by organizational activities/conditions and outcomes/experiences which satisfy human needs and goals. Each of these 24 theoretical constructs are measured by four items. The sum or average of these four items form the indices or scales of the constructs. Specifically, it is hypothesized that the items within each category sample the item domain (Tryon, 1939) or the universe of content of each construct (Guttman, 1944). To the extent that these items within each cluster share a common core, the unidimensionality of the clusters and the validity of the theoretical constructs and the model are tested (Nunnally, 1978). It is assumed that the relationship between the items and the constructs is linear (Guttman, 1944).

The cluster analytic approach (Tryon, 1939) used in this study is based on testing a priori cluster structures through a particular cluster analytic procedure called "oblique multiple groups factor analysis" (Gorsuch, 1974; Harmon, 1976; Nunnally, 1978; Hunter and Gerbing, 1978). The purpose of the procedures is to test the unidimensionality within the a priori clusters through evaluation of the factor loadings, the correlations of items and factors, and the correlations of the factors.

The computer software package used to estimate these parameters is PACKAGE (Hunter and Cohen, 1969). The items within the hypothesized unidimensional cluster were tested for internal consistency, parallelism to other constructs, and homogeneity of content.

Instrumentation

The set of items that are cluster and factor analyzed consist of the 96 quality of life and work activities and experiences developed from the conceptual model and the literature review and refined by the expert placement survey. The items are listed in a copy of the survey in Appendix A. Two responses were requested for each of the 96 items. On a five point Likert-type scale, respondents were requested to indicate the extent of their organization's: (1) commitment of resources (money, persons) to the activity or experience, and (2) effectiveness in implementing the activity. Since extent of involvement and commitment to the activity or experience is the primary dependent variable, the commitment responses are used in the cluster and factor analyses. The effectiveness responses are analyzed only in terms of descriptive statistics. Specifically, average discrepancies between commitment and effectiveness responses will be analyzed.

Nunnally (1978) states that there are three aspects

of the process of scale development and validation: (1) specifying the domain of items of the constructs, (2) determining the extent the items in the specified domain correlate and, (3) determining if one, some, or all measures of such constructs act as though they measure the construct. In this study, the first process was carried out by the theoretical development of the model, the content analysis of the literature, and the analysis of expert agreement on the categorization of the items. The second process was completed through the evaluation of the unidimensionality, reliability and factorial structure of the 96 items in the scales. The third process, concerns the convergent validity of the scales.

Alternative Measures

Campbell and Fiske (1959) indicate that construct validity is demonstrated when alternative measures of similar or related constructs correlate and the measures of theoretically unrelated constructs do not correlate. The former is referred to as convergent validity and the latter as discriminant validity. Campbell and Fiske propose a systematic approach to the evaluation of convergent and discriminant validity through the use of multitrait-multimethod matrix (MTMM) of correlations.

Organizational social responsiveness to the quality

of work life of employees has a number of implications for employee affective, cognitive, and behavioral responses. Job satisfaction has been found to be related to organizational and job conditions and outcomes (e.g., Herzberg et al., 1957; Porter, 1962; Vroom, 1964). Employee turnover and job satisfaction have been consistently found to be negatively related (Vroom, 1964; Porter and Steers, 1973; and Locke, 1975). When there are favorable job conditions and outcomes, absenteeism is less likely to occur (Vroom, 1964; Hackman and Lawler, 1971; Porter and Steers, 1973). Other employee reactions related to quality of work life include work stoppages, strikes, accidents, and employee theft. All these employee reactions indicate the extent of employee withdrawal versus commitment (Porter et al., 1974; and Steers, 1977). Thus, eight items will be used to measure the construct of behavioral commitment to the organization: the extent of absenteeism, tardiness, turnover, work stoppages, accidents, strikes, employee theft, and perceived employee satisfaction.

A number of alternative measures of corporate social responsiveness toward society are also possible. It is expected that organizational social responsiveness is related to company performance ratings (Reiman, 1975); that poor quality of social business practices may result in consumer boycotts; that socially irresponsible behavior

may result in the breaking of government regulations; that poor social business practices will result in either lawsuits or criminal investigations; and that consumer complaints also indicate low corporate social responsiveness. These five behavioral reactions of societal members are used to formulate another scale referred to as constituent problems.

In addition to the 96 items of the principal indices and the items requesting the extent of employee and constituent problems, there are twelve items which directly measure the six categories of quality of life in society and the six quality of work categories. Also, there are two global measures of corporate responsiveness toward quality of work life and quality of life in society.

Additionally, included in the questionnaire are items requesting the number of specialists in various areas of quality of work life and quality of life. For example, the number of specialists at corporate headquarters in compensation, employee development, and environmental pollution and conservation are requested. Specialists in each of the 6 quality of work general categories and 6 quality of life general categories are requested. These items are listed in the survey in Appendix A.

Other items in the survey include organizational

characteristics such as assets, number of locations, and number of employees. Organizational environmental characteristics are measured by such items as percent of sales to various markets and by items requesting the respondent to indicate the extent of influence of various constituent groups such as unions and consumers.

Also included in the survey is a list of organizational responses to constituent demands which include coopting members of the constituent groups, lobbying, and public relations.

Sample

The population for which the measurement instruments in this study were designed is all large industrial and nonindustrial companies or firms in the United States. Previous research efforts which have identified this same population have employed various sampling techniques. Krishnan (1973), in a study of business philosophy, used two samples: survey of subscribers to the Harvard Business Review, and all manufacturing organizations employing over 100 employees in a large midwestern industrial area. Parket and Eilbert's (1975) study of corporate social responsibility activities, sampled the entire list of industrial firms in Fortune's list of the top 500 industrial firms. The same investigators (Eilbert and Parket, 1973), in a survey study of the corporate responsibility officer, mailed questionnaires

to 400 firms randomly selected from Forbes list of 798 biggest companies in the U.S. Buehler and Shetty (1976), in a study of corporate responses to social change, sampled all 1250 firms on Fortune's list of industrial and nonindustrial firms. In a study of executive opinions on social responsibility, Holmes (1976) used a stratified random sample of the 500 largest industrial firms and 50 largest nonindustrial firms in six categories.

Before deciding on a sampling approach for this study, the sample size needed to be considered. (The size of the sample influences the reliability of the sample statistics as estimates of the population parameters. In an investigation of correlation matrices and cluster structures as in this study, a sample size of at least 100 and preferably 200 or more subjects is desirable (Hunter and Gerbing, 1978). Given a target of 200 subjects, then a return rate was estimated. Parket and Eilbert (1973) had a return rate of 23%, Buehler and Shetty (1976) had 19%, and Holmes (1976) had 34%. Buehler and Shetty (1976) analyzed the major reasons for firms not responding. There were three major reasons companies stated for nonresponse: (a) too costly to complete, (b) company policy prohibits participation, and (c) data not readily available. In a cover letter sent along with the questionnaire in this study, these three reasons for noncompliance were handled through

three statements. First, anonymity and confidentiality was emphasized. Second, the questionnaire was introduced as a diagnostic feedback instrument as well as a research tool. Third, no hard statistics were requested, only the knowledgeable and informed perceptions of a qualified high level executive. Given this approach, a modest estimate of the return rate was around 25 to 30 percent. in order to obtain a usable sample size of about 200, 750 firms were sent questionnaires.

Combining the requirements of mailing to 750 firms and obtaining a representative sample, a sampling approach was chosen similar to that used by Holmes (1976) who received 192 usable returns. A stratified random sample of Fortune's list of the 1000 largest industrial firms and 50 nonindustrial firms in six categories was used. A total of 450 industrial and 300 nonindustrial firms were mailed the questionnaires. This approach allowed further analyses by type of organization. A copy of the questionnaire mailed to the executives is in Appendix A.

Respondents

The survey instrument was mailed directly to the CEO or president of the company who was requested to forward the survey to an executive knowledgeable of corporate activities which affect employees and outside

Table 6. Breakdown of Inventory Respondents By Industry & Position.

<u>Industry</u>	<u>Position</u>					
	<u>Chair, or President Vice Pres.</u>	<u>Senior Vice Pres.</u>	<u>Dir. or Gen. Mgr.</u>	<u>Manager</u>	<u>Project or District Mgr.</u>	<u>Unspec. Total</u>
Insurance	1	6	4		2	13
Retailing		5	3	2	2	12
Transportation	2	4	3	5	4	20
Utilities		4	3	5	3	22
Banking	1	3	4	1	4	14
Diversified Financial		4	2		5	11
Food	2	2	6	1		11
Manufacturing	5	12	4	5	1	41
Total	11	40	19	23	18	28
						144

constituents or to complete the survey himself. A total of 165 executives responded to the survey, giving a response rate of 22 percent. Of these returns, 144 were codable--a usable response rate of 19.3 percent. Table 6 contains a breakdown of the 144 respondents by position and industry. The greatest number of respondents were Senior Vice Presidents, who represented 28 percent of the respondents, followed by Directors or General Managers (16 percent), Vice Presidents (13 percent), and Managers (13 percent). Chairpersons or Presidents represented eight percent of the identified respondents and Project or District Managers, three percent. Nineteen percent of the respondents' positions were not specified.

The relative frequency of respondents in the six service industry classifications and one manufacturing category were compared in order to test for the representativeness of the responding sample. A significant X^2 of 50.65 at the $p .05$ level was obtained. Manufacturing type organizations had the least response rate (11.6%) and transportation the highest rate (40%).

Of those reporting their department or division in the organization, 82 percent were in personnel, human relations or resources, or a related department such as personnel research or organization development. The remainder of those reporting their department were in public relations, corporate strategy, or a related department.

RESULTS AND DISCUSSION

An outline of the results section is presented in Table 7. Results are reported for two studies. The first study consisted of the expert placement survey. The placement survey requested a number of graduate students and professors who are knowledgeable of organizational behavior to place the 96 quality of work and life activities and experiences into the 24 categories of the model. The second study consisted of the analysis of the Quality of Work and Life Inventory: A Diagnostic Survey which was completed and returned by 144 corporate executives.

Two results sections for the Inventory are presented. The first or primary analysis contains three subsections. The first subsection is the a priori multiple groups analyses which attempted to validate the proposed structure of the categorical model. The second subsection of the primary analysis consists of exploratory factor analyses of the inventory items and subsequent cluster analysis based on the blind factor analyses. The third subsection of the primary analysis consists of correlational analyses of the clusters developed in the second subsection and a number of related organizational and environmental variables.

Table 7. Outline of Steps in Research Process

Study 1. Expert Placement Survey

Study 2. Quality of Work and Life Inventory

A. Primary Analysis

1. A priori multiple groups analysis.
2. Exploratory factor and cluster analysis
3. Correlation analysis of clusters and related variables

B. Secondary Analysis

1. Comparisons of average commitment and effectiveness responses of all respondents on quality of work and life activities and experiences
2. Comparisons of average commitment responses of manufacturing and service industries to quality of work and life activities and experiences

The secondary analysis of the inventory focuses on the mean commitment and effectiveness responses of the 144 executives to the 96 quality of life and work items. The first subsection compares the average commitment responses of manufacturing organizations with those of service organizations. The second subsection of the secondary analyses compares the average commitment responses of all respondents to the average self-reported effectiveness rating. The results section is then followed by a short summary.

Study 1: Expert Placement Survey

A number of MSU graduate students and professors in organizational behavior and psychology were sent a survey which requested them to place each of the 96 items listed in Table 5 into the 24 categories as depicted in Table 5. A total of 45 surveys were sent out--thirteen surveys were returned. Three of the responses were uncodable leaving ten codable responses--a usable return rate of 22 percent. The ten usable responses were from three professors, three PhD level students, and four master's level students. There were five responses from the Psychology Department, four from Management and one from Labor and Industrial Relations.

The analysis entailed the determination of the most frequently mentioned category for each activity

or outcome. Table 8 contains all the organizational activities and outcomes listed according to their most frequently mentioned category by the ten respondents.

Table 8 consists of 96 items and 24 categories. The original a priori categorization scheme by this researcher listed four items per category. There were actually four different surveys, each with three items per category used in the placement task and one item per category used as an example. Hence, for any item there were from seven to nine usable responses. The relative frequency of each item's most often mentioned category is in parentheses to the right of each item. If there is a tie for the placement of an item, this is indicated by a "t".

A double asterisk, "**", next to an item indicates that the most frequent placement of the item in the 24 categories is the same as the a priori or hypothesized placement. A single asterisk, "*", indicated an agreement with a priori placement if the distinction between A/C's (activities and conditions) and O/E's (outcomes and experiences) is relaxed (i.e., considering only the six QOWL categories and six QOL categories).

The percent of items in perfect agreement (i.e., in the 24 categories) with the a priori placement is 77 percent (74 of the 97 items). If one half of the ties are not considered, then the agreement rate is

Table 8. Expert Placement of Quality of Work and Life Items in A Priori Categories.

Directed at Employees: Quality of Work Life

ORGANIZATIONAL ACTIVITIES AND CONDITIONS (A/Cs)		OUTCOMES AND EXPERIENCES (O/Es) SATISFYING NEEDS & GOALS	
PHYSICAL PROVISIONS **income (50) ¹ **guaranteed employment (86) **fringe benefits (88)	PHYSICAL ENVIRONMENT **mechanical ambience (43) **emissions and exposures (88) *healthfulness of environment (50) **human factors (50)	PHYSICAL PROVISIONS **material security (75) **physical health (80) **material betterment (71) **physical safety (50)	PHYSICAL ENVIRONMENT **aesthetic experience (63) *work esthetics (50) **physical security (29-t) **energy level comfort (38-t)
SOCIAL INTERACTIONS intergroup relations (38) **human relations (63) **flexibility for outside involvement (26-t) *security in social interactions (63) democratic rights (38)	SOCIAL INTEGRATION **2-way communication (63) **group rewards (38) constituent representation (38) **employee/organizational goal exchanges (50)	SOCIAL INTERACTIONS **social involvement (63)	SOCIAL INTEGRATION trust (50) **organizational identity (75) **group identity (57) **organizational goals acceptance (50)
PSYCHOLOGICAL DEVELOPMENT **skill development (50) **advancement opportunity (38) **accept individuality (75) participative decision making (30) social services (30) **enriched jobs (83)	INTERINDIVIDUAL CONSISTENCY **equity of system (88) **facilities for disadvantaged (25) **representative promotions (50)	PSYCHOLOGICAL DEVELOPMENT **stress (88) **self actualization (88) social esteem (68) **self esteem (100) **self control (83)	INTERINDIVIDUAL CONSISTENCY **equity in outcomes (70) status mobility (33) **equity of outcomes (50) *work democracy (38) **equality of outcome opportunity (43)

Directed at Society: Quality of Life

ORGANIZATIONAL ACTIVITIES AND CONDITIONS (A/Cs)		OUTCOMES AND EXPERIENCES (O/Es) SATISFYING NEEDS AND GOALS	
PHYSICAL PROVISIONS **products & Services (50) **technological development (50) **efficiency (38) community renewal (50-t)	PHYSICAL ENVIRONMENT **contrib. comm. services (50) **conservation **pollution abatement facilities-community integration (40)	PHYSICAL PROVISIONS **material betterment (57) * employment (50) **physical safety (50) **physical health (75) **material security (75)	PHYSICAL ENVIRONMENT **preservation (50) **comm esthetics (80) **healthfulness (50) **physical mobility (50) * structures-environment harmony (38)
SOCIAL INTERACTIONS **employee rewards for comm. participation (50) **contribution to community activities (33-t)	SOCIAL INTEGRATION **acceptance of gov't regulations (71) minority bus. transactions (40) representative employment (38) **open constituent communication (25-t) **multinational imperialism (25-t)	SOCIAL INTERACTIONS **social participation (38) **security in social interactions (67)	SOCIAL INTEGRATION **relations with constituents (25-t) **international relations (63) stable employment (25) **government relations (33-t) **community relations (25-t) trust (50)
PSYCHOLOGICAL DEVELOPMENT **contrib. science (38) **contrib Educ. (63) **consumer sophistication (25-t) **contrib arts and culture (50)	INTERINDIVIDUAL CONSISTENCY * democratic processes (25-t) **promotion national democracy (40)	PSYCHOLOGICAL DEVELOPMENT **cultural activities (38) social esteem (50) **scientific advancement (50) **individuality (88) **educational advancement (75)	INTERINDIVIDUAL CONSISTENCY **ind. & group rights (57) **equality of outcome opportunity (57) **equity in outcomes (43)

**Indicates perfect agreement with a priori placement.

*Indicates agreement with a priori placement collapsing across A/C & A/E.

¹-Largest percent of expert placement of item in particular category.

Table 8. Expert Placement of Quality of Work and Life Items in A Priori Categories.

Directed at Employees: Quality of Work Life

ORGANIZATIONAL ACTIVITIES AND CONDITIONS (A/Cs)		OUTCOMES AND EXPERIENCES (O/Es) SATISFYING NEEDS & GOALS	
PHYSICAL PROVISIONS **income (50) ¹ **guaranteed employment (86) **fringe benefits (88)	PHYSICAL ENVIRONMENT **mechanical ambience (43) **emissions and exposures (88) *healthfulness of environment (50) **human factors (50)	PHYSICAL PROVISIONS **material security (75) **physical health (80) **material betterment (71) **physical safety (50)	PHYSICAL ENVIRONMENT **esthetic experience (63) *work esthetics (50) **physical security (29-t) **energy level comfort (38-t)
SOCIAL INTERACTIONS intergroup relations (38) **human relations (63) **flexibility for outside involvement (26-t) *security in social interactions (63) democratic rights (38)	SOCIAL INTEGRATION **2-way communication (63) **group rewards (38) constituent representation (38) **employee/organizational goal exchanges (50)	SOCIAL INTERACTIONS **social involvement (63)	SOCIAL INTEGRATION trust (50) **organizational identity (75) **group identity (57) **organizational goals acceptance (50)
PSYCHOLOGICAL DEVELOPMENT **skill development (50) **advancement opportunity (38) **accept individuality (75) participative decision making (30) social services (30) **enriched jobs (83)	INTERINDIVIDUAL CONSISTENCY **equity of system (88) **facilities for disadvantaged (25) **representative promotions (50)	PSYCHOLOGICAL DEVELOPMENT **stress (88) **self actualization (88) social esteem (68) **self esteem (100) **self control (83)	INTERINDIVIDUAL CONSISTENCY **equity in outcomes (70) status mobility (33) **equity of outcomes (50) *work democracy (38) **equality of outcome opportunity (43)

Directed at Society: Quality of Life

ORGANIZATIONAL ACTIVITIES AND CONDITIONS (A/Cs)		OUTCOMES AND EXPERIENCES (O/Es) SATISFYING NEEDS AND GOALS	
PHYSICAL PROVISIONS **products & Services (50) **technological development (50) **efficiency (38) community renewal (50-t)	PHYSICAL ENVIRONMENT **contrib. comm. services (50) **conservation **pollution abatement (75) facilities-community integration (40)	PHYSICAL PROVISIONS **material betterment (57) * employment (50) **physical safety (50) **physical health (75) **material security (75)	PHYSICAL ENVIRONMENT **preservation (50) **comm esthetics (80) **healthfulness (50) **physical mobility (50) * structures-environment harmony (38)
SOCIAL INTERACTIONS **employee rewards for comm. participation (50) **contribution to community activities (33-t)	SOCIAL INTEGRATION **acceptance of gov't regulations (71) minority bus. trans-actions (40) representative employment (38) **open constituent communication (25-t) **multinational imperialism (25-t)	SOCIAL INTERACTIONS **social participation (38) **security in social interactions (67)	SOCIAL INTEGRATION **relations with constituents (25-t) **international relations (63) stable employment (25) **government relations (33-t) **community relations (25-t) trust (50)
PSYCHOLOGICAL DEVELOPMENT **contrib. science (38) **contrib Educ. (63) **consumer sophistication (25-t) **contrib arts and culture (50)	INTERINDIVIDUAL CONSISTENCY * democratic processes (25-t) **promotion national democracy (40)	PSYCHOLOGICAL DEVELOPMENT **cultural activities (38) social esteem (50) **scientific advancement (50) **individuality (88) **educational advancement (75)	INTERINDIVIDUAL CONSISTENCY **ind. & group rights (57) **equality of outcome opportunity (57) **equity in outcomes (43)

**Indicates perfect agreement with a priori placement.

*Indicates agreement with a priori placement collapsing across A/C & A/E.

1-Largest percent of expert placement of item in particular category.

71 percent. Collapsing across A/C's and O/E's the agreement rate is 84 percent. The percent agreement for only the QOWL items is 77 percent (37 of the 48 items), and 77 percent for QOL items. For only the A/C items the percent agreement is 71 percent, for the O/E items it is 81 percent. This higher agreement rate in the O/E items was expected because the model and a priori item placement is based on a theory of outcomes and experiences which fulfill human needs and goals.

Table 9 indicates the percent perfect agreement within each of the six general categories between a priori placement of the items in the 24 categories and the most frequent respondent placement. The high degree of agreement in the Material Provision, Psychological Development, and Physical Environment categories perhaps suggests that conceptual developments and mutual understanding of these areas of quality of work and life concerns are highly refined and well communicated in the field of study. Whereas, conceptual refinement may not be as great in the social spheres of Social Interaction and Social Integration and in Interindividual Consistency. The validity of these assertions, though, depends upon the validity of the conceptual model and the a priori placement.

Table 9. Percent Agreement Between Hypothesized and Expert Placement of Items Within Categories

Material Provisions	Physical Environment
88%	88%
Social Interactions	Social Integration
50%	75%
Psychological Development	Interindividual Consistency
100%	63%

Study 2: Quality of Work and Life Inventory

Analysis of the executive responses to the Quality of Work and Life Inventory is in two parts. The primary analysis is an attempt to validate the structure of the categorical model. The secondary analysis focuses on the mean responses of the executives in terms of their organizations' commitment and effectiveness in the quality of work and life activities and experiences.

Primary Analysis

The purpose of the primary analysis is to empirically validate the proposed content model. The first subsection directly assesses the content model through an a priori multiple groups analysis. Clusters or multiple groups are defined in terms of the categories of the content model and their respective items. The clusters are analyzed relative to internal consistency, parallelism, and homogeneity. The second subsection of the primary analysis is a blind empirical investigation of the structure of the executives' perceptions of their organizations' commitment to the various quality of life and work activities and experiences. Blind factor analyses and cluster analyses are used in this investigation. The validity and interpretability of these empirically-derived clusters will be analyzed in the last subsection of the primary analysis.

Correlations between the clusters and related variables such as number of specialists in various departments and degree of influence of various constituent groups will be analyzed.

A Priori Multiple Groups Analysis

For purposes of testing the a priori structure of the quality of work and life items, as depicted in Table 5, a multiple groups analysis was performed using the statistical program PACKAGE. Twenty-four groups or clusters were defined as stipulated in Table 5, which resulted in six quality of work organizational activity clusters, six quality of life organizational activity clusters, six quality of work employee outcome clusters, and six quality of life constituent outcome clusters. Each cluster was composed of four items.

If the empirical results fit the model perfectly then each of the four items within a given cluster would correlate highest with its respective cluster. Also the alpha coefficients, which are measures of the extent of the empirical relationships between items within a cluster, would be very high. On this latter issue the alpha coefficients were .67, .38, .72, .46, .64 and .68 for the following respective quality of work organizational activity clusters: Material Provisions, Social Interactions, Individual Development, Physical

Environment, Social Integration, and Interindividual Consistency. For the same named quality of life activity clusters for the alpha coefficients were .70, .65, .65, .61, .53 and .77 respectively. For the same named quality of work employee outcomes the alphas were .85, .83, .89, .68, .88 and .83 respectively. And for the same named quality of life constituent outcomes clusters the coefficients were .78, .87, .71, .78, .81 and .85. The organizational activity type clusters had low to moderate coefficient alphas and the employee and constituent outcome clusters had moderate to high alphas. Although in both types of clusters the size of the alphas were discouraging, the employee and constituent outcome clusters were relatively high. Since the categorical model was based on outcomes and experiences which fulfill individual and group needs and goals, this finding is not surprising. Executives may perceive a very different structure for the domain of organizational activities than for constituent experiences. More will be said on this later.

Activity items. Table 10 presents the correlations between the 48 quality of work and life organizational activity items and the 12 clusters they form, corrected for attenuation. The correction for attenuation is only for the unreliability of the cluster scores. The correlations are similar to factor loadings derived in

Table 10. Correlations¹ Among Organizational Activity Items and Hypothesized Clusters.

ITEMS	QUALITY OF WORK						QUALITY OF LIFE					
	MAT PRO	SOC INT	IND DEV	PHY ENV	SOC ING	INT CON	MAT PRO	SOC INT	IND DEV	PHY ENV	SOC ING	INT CON
pay	60	77*	53	47	57	61	19	24	9	24	25	28
guar. emp.	43	57*	29	10	24	37	17	27	14	10	19	29
benefits	76	83*	68	43	55	64	14	22	14	20	27	31
services	54	78*	59	30	45	64	13	39	35	17	46	40
soc. inter.	66*	65	51	11	41	52	2	30	14	7	36	29
human rel.	60	65	82*	29	71	73	-11	10	-2	2	30	29
flexitime	57*	29	41	25	38	54	13	32	36	15	53	38
	16	-2	14	69	33	5	30	1	6	39	-1	4
individuality	56	81*	69	21	71	65	6	14	-1	7	18	17
promotions	47	61*	54	32	56	52	-5	10	1	6	14	12
enriched jobs	64	74*	61	37	67	66	19	20	29	22	43	41
training	60	85*	70	26	66	69	5	16	18	3	29	33
esthetics	14	25	3	63*	17	10	34	-3	9	62	12	8
chem. safety	26	42	22	74*	31	25	34	22	29	32	28	25
human factors	7	17	6	56*	19	0	31	10	6	50	4	4
safety	29	53*	22	21	20	19	10	5	4	20	12	11
group rewards	48	81*	70	39	63	58	-2	10	0	7	17	28
2-way commun.	47	64	71*	36	63	64	-6	0	-1	5	16	23
participation	55	69	70	48	81*	65	3	19	13	8	19	25
goals commun.	60	84*	70	27	59	75	11	23	14	8	44	53
rep. promo.	60	84*	70	27	59	75	11	23	14	8	44	53
equity	62	55	64*	28	60	47	14	23	18	19	36	27
handicapped	52	77*	46	40	40	58	18	32	32	28	50	46
empl. rights	54	62*	55	25	56	57	6	21	9	3	15	18
techno. adv.	17	18	2	51	8	3	41	34	42	68*	33	27
service useful.	19	17	12	28	-1	22	68	70	68	56	76*	61
resource effc.	17	15	4	42	-1	11	82*	46	48	67	55	56
employment	13	3	7	16	0	15	54*	51	40	48	52	39
empl. comm. part.	35	36	17	19	14	29	42	67	54	48	77*	55
recr. contrib.	26	21	11	17	7	14	35	41	54*	31	46	41
location conv.	15	17	3	14	2	19	42	49*	31	36	40	29
stable empl.	33	32	22	16	10	31	67	69	58	53	77*	62
science contrib.	7	22	-4	51	6	2	43	13	32	59*	33	25
arts donat.	12	11	10	-3	-1	13	47	65	69*	29	65	51
educ. donat.	15	6	8	10	-5	18	49	65	94*	40	74	51
consumer protec.	37	41	28	27	17	38	45	56	34	41	82*	72
commun. infra.	13	8	-2	32	-2	8	47	45	38	32	53*	36
structural esth.	38	39	24	20	12	30	52	66	52	33	73*	60
conservation	4	18	9	51	15	10	53	27	38	86*	51	35
pollution	12	22	2	72	13	4	61	24	33	65*	35	29
dev. country ind.	1	13	-10	22	2	-2	27	11	38	45*	17	26
gov't reg.	26	45	25	25	16	30	36	55*	51	47	42	52
commun. renewal	30	32	24	9	8	37	60	76*	63	42	67	66
const. commun.	42	54	41	33	29	53	46	62	61	53	66	79*
lobbying	28	35	18	18	21	27	51	49	63	44	72*	66
rep. empl.	44	42	34	24	27	51	49	65	57	45	76*	73
constit. rel.	30	49	25	42	29	33	48	47	51	57	83*	56
minority bus.	46	45	32	22	26	53	54	64	66	53	83*	75

¹Correlations are corrected for cluster attenuation.

*Highest cluster correlation of item.

principal factor analysis with communalities. Also, the item/cluster correlations are corrected for inclusion of the item in the total cluster scores (Hunter and Gerling, 1979). Table 11 is composed of the correlations between the 48 quality of work and life employee and constituent experience items and the 12 clusters they form, corrected for attenuation. There was only one item which correlated highest with a cluster outside of the 12 in its respective activity or outcome type clusters. The item was the chemical and biological safety quality of work outcome item which correlated highest (.68) with the Physical Environment quality of work activity cluster.

Examination of the two tables reveals that all the quality of work items and all the quality of life items correlated highest with one of their respective six quality of work or life clusters. Also, all the outcome items correlated highest with one of the outcome clusters, and all of the activity items with the activity clusters with the one exception.

In the organizational activity items only 12 of the 48 items correlated highest with their hypothesized cluster. Four of these were quality of work items, eight were quality of life items. On the other hand, 25 of the 48 employee and constituent outcome items correlated

highest with their respective hypothesized clusters. Thirteen of these were quality of work items and 12 were quality of life items.

It is evident that the activity items do not empirically structure in a manner congruent with the model. By chance alone, 12 items would be expected to correlate highest with their hypothesized clusters. This is especially true with the quality of work activities where 4 items corresponded and by chance alone 6 would be expected to correspond.

Further inspection of Table 10 suggests how executives may perceptually structure quality of work activities. All the Material Provision items, all the Individual Development items, two of the Social Integration items, and three of the Interindividual Consistency items correlated highest with the social interaction cluster. Two explanations are possible for this result. First, there may be a general factor of quality of work activities as perceived by executives. This factor may be determined by the first two items of the Social Interaction cluster, opportunity for social interactions and human relations. It may be that quality of work perceptions of executives have been shaped by socio-technical theories and the human relations movement. A second explanation is that since the alpha coefficient for the Social Interaction cluster is small, there may

be a greater amount of variance of the cluster to be associated with. Generally, the larger the variance of the cluster the greater the likelihood of larger correlations. Of course, both explanations may have a combined effect.

The human relations item correlated highest with the Individual Development cluster. Also, all the Individual Development items correlated highest with the social interactions cluster. Analysis of the item-item correlation matrix reveals that the human relations item has the two highest item-item correlations. If the Physical Environment cluster is not considered, the human relations item has the highest average item-cluster correlations. It does seem that a general human relations factor may exist. If so, executive definitions of human relations extends across Material Provisions, Social Interactions, Individual Development, Social Integration, and Interindividual Consistency. The original conceptualization of human relations management as an interpersonal process between manager and employee is obviously not broad enough.

Other noticeable discrepancies between the model and the empirical results include the following: blue to white collar (class) promotions is more a function of the concern for the Physical Environment. Participation is perceived more in terms of Individual Development

than Social Integration. Also, equity of the reward system is perceived to be more relevant to Individual Development than Interindividual Consistency.

In terms of quality of life activities, there are a number of discrepancies between the results and the model. Technological advancements are more a function of commitments to the Physical Environment than to Material Provisions. Also scientific advancements are more related to commitments to the Physical Environment than to Individual Development. On the other hand, contributions to community infrastructures and company structural esthetics are more related to the Social Integration cluster than to the Physical Environment cluster. None of the Social Integration items correlate highest with the Social Integration cluster yet all the Interindividual Consistency items correlate highest with the Social Integration cluster. It may be that activities directed toward Interindividual Consistency are perceived to be for the purpose of Social Integration as defined by the cluster's items and these Social Integration items are perceived as a function of other quality of life clusters.

Human outcomes. As noted above, the multiple groups results for the consituent outcome items depicted in Table 11 confirm the hypothesized theoretical structure to a greater extent than do the organizational activity

Table 11. Correlations¹ Among Constituent Outcome Items and Hypothesized Clusters.

ITEMS	QUALITY OF WORK						QUALITY OF LIFE						
	CLUSTERS												
	MAT PRO	SOC INT	IND DEV	PHY ENV	SOC ING	INT CON	MAT PRO	SOC INT	IND DEV	PHY ENV	SOC ING	INT CON	
QUALITY OF WORK	safety	78*	60	59	85	62	58	27	19	23	29	29	19
	living std.	68	62	67	73*	56	50	33	27	33	40	26	28
	econ. security	81*	62	62	75	62	56	35	22	24	29	31	23
	health	77	75	77	84*	73	72	38	29	40	35	35	41
	trust	71	65	87*	74	84	79	36	32	39	40	42	42
	social worth	68	91*	86	75	78	64	53	47	48	56	49	51
	member control	49	65*	63	60	57	60	52	51	55	61	49	58
	social involv.	64	75*	65	70	61	60	59	62	54	62	53	61
	growth	74	77	83*	71	81	78	36	31	37	36	38	36
	self esteem	74	82	82	77	84*	72	39	38	40	43	41	41
QUALITY OF LIFE	stress	73	80	86*	72	80	69	44	41	39	43	36	47
	autonomy	63	93*	76	72	74	71	56	48	58	57	50	59
	esthetic exp.	51	54	58*	49	46	56	44	42	49	46	40	43
	phys. comfort	88*	80	80	77	78	75	43	38	44	40	43	44
	phys. security	77	64	59	85*	57	56	39	17	29	42	33	26
	bio. safety	34	28	18	28	20	16	28	15	23	47	16	14
	org'nl involv.	64	72	78	65	83*	69	29	23	26	31	32	28
	cohesiveness	70	77	81*	75	79	71	38	34	34	40	27	41
	cooperation	73	82	83*	71	82	74	39	33	41	40	45	42
	goals accept.	60	74	73	60	78	81*	37	28	41	40	38	40
	demo. rights	71	76	81*	72	80	66	45	35	47	48	49	52
	justice	55	67	67	59	65	72*	29	26	31	29	30	38
	equality	55	59	56	60	59	75*	31	23	30	33	41	37
	equal opporr.	49	61	61	59	68	84*	38	26	37	36	33	45
	mat. better.	40	53	44	46	36	36	61	60	70	66	73*	65
	phys. safety	30	54	37	50	31	34	72	68	74	82*	68	77
	econ. security	32	47	42	41	35	43	79	70	84*	75	66	83
	disease prev.	18	33	24	39	21	20	64	59	65*	61	51	57
	social esteem	27	49	34	35	27	28	58	68*	60	56	57	64
	trust	29	57	50	45	36	32	82	82*	73	72	66	79
social activ.	20	48	33	29	23	29	79	86*	80	70	59	81	
member secur.	24	50	38	38	29	29	77	81*	78	68	58	78	
science adv.	18	19	13	32	13	11	36	35	33	53*	37	37	
educ. adv.	35	51	46	46	37	41	85	66	94*	66	74	79	
cultural activ.	18	37	29	30	23	30	66	58	62	56	75*	64	
freedom	28	60	45	45	38	41	80*	72	61	70	68	82	
commun. esth.	36	62	49	52	38	42	76*	72	76	59	69	75	
phys. mobility	24	45	34	39	28	27	77*	66	66	69	56	72	
resource preserv.	32	58	42	57	37	39	70	54	76	82*	65	61	
chem. health	28	39	26	52	25	29	62	40	51	83*	44	44	
commun. rel.	34	50	44	45	36	43	69	54	72	60	78*	61	
gov't rel.	38	54	41	41	36	44	70	55	78	63	88*	68	
constit. rel.	31	57	45	43	39	48	80	67	78	68	91*	75	
internat'l rel.	13	30	18	33	18	16	55	46	68*	57	35	51	
equity	29	55	42	40	38	43	74	72	67	61	59	77*	
equity rights	32	52	41	35	31	36	76	74	84*	75	67	77	
equal opporr.	26	52	41	41	34	51	79	70	79	72	65	81*	
demo. involv.	25	60	48	45	40	47	84	77	89*	71	76	71	

¹Correlations are corrected for cluster attenuation.

*Highest cluster correlation of item.

items. More than half the outcome items correlate highest with their hypothesized clusters. Those quality of work outcome clusters with three or four items correlating highest with their respective cluster include Social Interactions, Individual Development and Interindividual Consistency. The quality of life outcome clusters with three or four items correlating highest with their respective clusters include Social Interactions, Social Integration, and Interindividual Consistency. The addition of the social sphere of outcomes, which determines the Social Interaction and Social Integration categories in the model, to the basic Montgomery mode (1975) seems to be supported. Additionally, the inclusion of the Interindividual Consistency category as distinct from Social Integration also is supported.

Inspection of the discrepancies between the theoretical and empirical placement of individual items lends some insight into the executives' perceptions of quality of work and life. In the realm of quality of work, living standards and physical health are perceived as more a function of the Physical Environment, as determined by its respective items, although they correlate second highest with their Material Provisions cluster. Trust, a hypothesized Social Interaction item, and group cohesiveness and cooperation, both Social Integration items, and democratic rights, an

Interindividual Consistency item, all correlate highest with Individual Development. It seems that executive perception of individual development is a broad quality of work factor. This seems to parallel the organizational activity cluster results which indicate a general human relations factor and the result that the human relations item correlates highest with the Individual Development cluster.

In terms of quality of life outcomes, the greatest discrepancies between the model and the data are in the Material Provisions and Individual Development clusters. Only one of the Material Provisions items correlate highest with the Material Provisions cluster, the other three correlate highest with the three collectively received clusters. Again, it may be that executive perceptions are influenced more by domains of activities than causal outcomes. Also, freedom, a hypothesized Individual Development item, and community esthetics and physical mobility, both Physical Environment items, all correlate highest with the Material Provisions cluster.

Other quality of life outcome discrepancies include the following: scientific advancement, a hypothesized Individual Development item, is perceived as a Physical Environment item; cultural activity is placed as a Social Integration item and not an Individual Development item; international relations is related more to Individual

Development than Social Integration; and lastly, the individual and group rights item is more a function of Individual Development than Interindividual Consistency.

Summary of Multiple-Groups Analysis. In summary, the a priori multiple groups analyses resulted in four major findings. First, the outcome type items empirically fit the model better than the activity type items. Since the model is based on a theory of domains of outcomes and experiences which fulfill human needs and goals, there seems to be general support for the theory behind the model.

The second major finding is that there seems to be a general human relations factor in executive perceptions of quality of work. This finding was supported in both the activity type items and the outcome type items. Further, in the organizational activity results in Table 10, the fit between the model and the data for the quality of life items was better than the fit for the quality of work items. It may be that the influence of socio-technical theories and human relations has been so great that executives have lost some perceptual discrimination ability and tend to fit most quality of work activities under the rubric of human relations.

The third major finding is that in the outcome and experience type items, for both quality of work and life, there is considerable support for the additional

inclusion of a social sphere or source of outcomes. The Montgomery (1975) model was based on only the distinction between the material and psychological realms of experience. Although one is tempted by such a clean dichotomy, the idea that sources of need and goal satisfaction are limited to an external physical world and internal psyche misses the rich and fruitful experiences which emanate from social interactions and group affiliations and identities.

The fourth major finding is that, in general, executive perceptions of quality of work and life are not structured in terms of the model. It may be that either executive constructs of quality of work and life are not as sophisticated as the model or that they are conditioned by practical purposes (e.g., along functional departmental lines) and by overgeneralized theories of quality of work.

In either case, the results of the data are limited to these executive perceptions. The remainder of the primary analysis section will focus on these socially constructed realities of executives. The next subsection will explore and attempt to uncover these executive reconstructions of quality of work and life through factor analyses and blind multiple groups analyses. The remainder of the primary analysis section will focus on exploring the relationships between these

perceived constructs of executives and a number of environmental, organizational, and individual related variables.

Empirical Structure of the Inventory

As described in the literature review in an earlier section, the 96 items in the Quality of Work and Life Inventory are based on the four dimensional 24 categorical model depicted in Table 5. Preliminary testing of the structure of the model has been carried out through:

(a) a content analysis of existing inventories of quality of work and quality of life facets in the literature, using the a priori categories of the model for the content analysis; and (b) the expert placement survey, which employed organizational behavior experts to independently content analyze the preliminary set of 96 quality of work and life items developed from the literature review, by using the a priori categories of the model. Both of these procedures have been used to develop and refine the 96 quality of work and life items, and both have demonstrated some degree of conceptual or face validity to the structure of the model.

In the previous section, the hypothesized structure of the 96 items was tested more directly through a priori multiple groups analysis. The results demonstrated that corporate executives' perceptions of the structure of

quality of work and life diverges to a large extent from the structure proposed in the conceptual model. The results of the a priori multiple groups analysis suggests, to some extent, what these divergencies are and what perceptual structure executives have of quality of work and life. The purpose of this section is to further explore and analyze the structure of executive perceptions of quality of work and life through factor analysis and blind multiple groups analysis.

The first part of this analysis focuses on exploring the factorial structure of the data by using principal factor analyses with communalities and varimax rotation. Principal factor analyses were performed in two steps. First, the entire set of 96 quality of work and life activities and outcomes was factor analyzed to determine if the items factored into quality of work activities, quality of work outcomes, quality of life activities, and quality of life outcomes. Given this result, each of the 24 item sets formed by these four factors were further factor analyzed.

Factor Analysis of Total Inventory

For the two factor solution in the factor analysis of the entire 96 item data set, the first factor was composed of primarily employee activity, employee experience, and societal experience items. The factor

had an eigenvalue of 20. The second factor primarily contained manufacturing related items such as chemical emissions, physical safety, and human factors and had an eigenvalue of 11. The three factor solution separated out the societal experience items from the first factor, which is composed of employee activities and experiences, although the societal activities items remained with the manufacturing-related items. The eigenvalues for the three factors were 14, 16, and 9 respectively. The societal activities items, though, did factor out of the manufacturing-related items in the four factor solution. The eigenvalues in the four factor solution were 14, 15, 9, and 6 respectively.

Not until the five factor solution did the factoral structure of the data correspond to the a priori categories of quality of life experiences, quality of work experiences, quality of work activities, and quality of life activities. The fifth factor, labeled manufacturing-related responsibilities, was composed of the following items: chemical emissions, human factors engineering, promotion from blue to white collar jobs, work safety, scientific and technological advancements, resource conservation, pollution reduction, and chemical exposures and biological health. The eigenvalues for the five factors were 14, 13, 8, 8, and 6 respectively.

Figure 3 depicts the accumulative percent of

variance accounted for by the factors as they were entered into the factor analytic solutions of the 96 item data set. Ten factors had eigenvalues greater than 1. But inspection of Figure 3 indicates that additional variance accounted for dropped off fairly rapidly after five factors had been entered in. In the five factor solution, the employee activities factor accounted for 8 percent of the total variance, the employee's experiences factor 13 percent, the societal activities factor 8 percent, the societal experiences factor 14 percent, and the manufacturing-related factor 6 percent. The addition of the sixth, seventh, and eighth factors each added only 2 percent more variance accounted for, and the ninth and tenth factors one percent each.

The five factor solution in the principal factor analysis gave sufficient support for further separate factoring of the employee activities, employee experiences, societal activities, and societal experiences. Each of the 24 item sets were subsequently submitted to a principal factor analysis with communalities and varimax rotation.

Quality of Work Factoral Structure

Activity items. The principal factor analysis with varimax rotation of the 24 quality of work life activity items resulted in three factors with eigenvalues

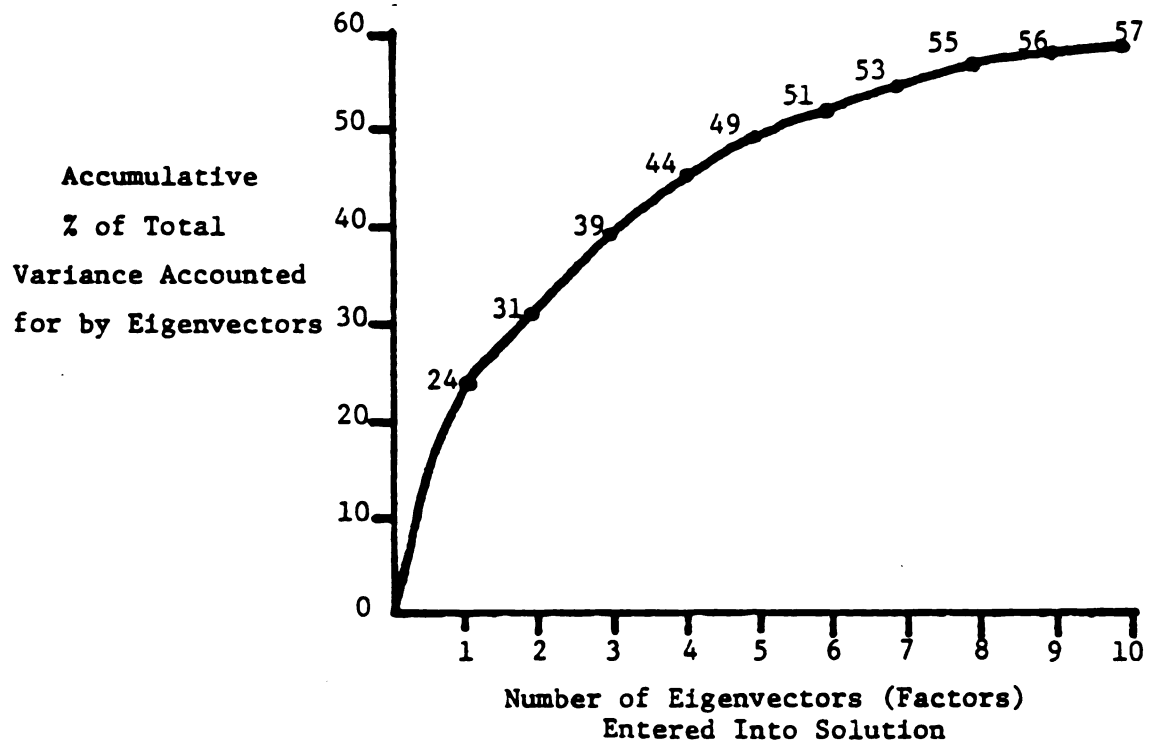


Figure 3. Accumulated Total Variance Accounted For By Eigenvectors Entered Into Principal Component Solution of All 96 Items.

greater than 1. The first factor accounted for 23 percent of the total variance with 15 items having the highest loading on it. The factor, labeled Human Resource Utilization, correlated highest with the following items in descending order of factor loadings: human relations, acceptance of individuality, participative decision making, training, two-way hierarchical communication, communication of organizational goals, representative promotion, equity of reward system, fringe benefits, enriched jobs, promotions from within, work democracy, pay, work esthetics and group rewards. The second factor, labeled Individual Differences Accomodation, accounted for 11 percent of the total variance, and correlated highest with the following items in order of factor loadings: flexitime, modifications of the work place for the handicapped, employee personal services, guaranteed employment, and opportunity for social interactions. The third factor, labeled Physical Work Conditions, accounted for 9 percent of the total variance, and correlated highest with chemical emissions at work, work safety, promotion from blue collar to white collar jobs, human factors engineering, and biological healthfulness.

Outcome items. The 24 quality of work life employee outcome items factored into two varimax factors with eigenvalues greater than 1. Named, Employee Identification

and Integration With Organization, the first factor accounted for 24 percent of the total variance and contained the following items which correlated highest with the factor: equal opportunity, employee acceptance of organizational goals, trust in management, personal growth, feelings of equity and justice, employee self-control, identification with organization's mission, intergroup cooperation, feelings of competence, democratic rights, stress reduction, equality for protected groups, work-group cohesiveness, feelings of social acceptance, employee control over work-group, cohesiveness, feelings of social acceptance, employee control over work-group membership, and esthetic experiences. The second employee outcome and experience factor, called Physical and Economic Security of Employees, accounted for 23 percent of the total variance. The factor had the following items which loaded highest with the factor: physical security, physical safety, economic security, physical comfort, increased comfort, increased standard of living, physical health, and social involvements.

In summary of the principal components analysis of both quality of work activities and experiences, the following factors emerged as domains of quality of work life: Human Resource Utilization, Individual Differences Accomodation, Physical Work Conditions, Employee

Identification and Integration With Organization, and Physical and Economic Security.

Quality of Life
Factorial Structure

Activity items. The 24 societal activity items, when submitted to a principal factor analysis with varimax rotation factored into three factors with eigenvalues greater than 1. The first factor, labeled Constituent Integration Into Organization, accounted for 19 percent of the total variance, and loaded highest on the following items in order of factor loadings: communication with constituents, consumer information, constituent representation in organizational decision, transactions with minority owned businesses, representative employment, stable employment, community renewal, employee rewards for community activities, usefulness of products, esthetics of structure, governmental lobbying, and convenience of location for employees. The second factor of the quality of life activity items accounted for 14 percent of the variance of the items. Named Organizational Philanthropy and Obligations, the factor correlated highest with the following items: donation to the arts, donations to higher education, contributions to community recreation, government regulations and maintaining levels of employment. The third factor of organization societal activities

accounted for an additional 12 percent of the variance, was called Material Resource Utilization, and was correlated highest with: pollution reduction, conservation, technological advancements, contributions to basic science, material resource efficiency, contributions to community infrastructure, and encouraging independence and self sufficiency of developing countries.

Outcome items. The quality of life societal outcome and experience items, when submitted to a principal factor analysis with varimax rotation, factored into two factors with eigenvalues greater than 1.0. The first factor accounted for 30 percent of the total variance of the 24 items and was labeled Social Democratic Freedoms. The factor was correlated highest with: free choice in society, physical mobility, social activities, security in community membership, economic security, disease prevention, democratic involvement, feelings of membership in society, physical safety, individual and group rights, international relations, material resource preservation, equal opportunity in society, and equity of rewards. The second factor, called Organizational Relations With Societal Groups, accounted for 26 percent of the variance of the societal experience items, and was correlated highest with: relations with the community, relations with the government, relations with constituents, material betterment of society, community cultural

activities, community esthetics, educational advancements in society, and social esteem of societal members.

In summary of the separate principal factor analyses of the quality of life activities and quality of life experiences, the following factors emerged as dominant vectors in the data: Constituent Integration in the Organization, Organizational Philanthropy and Obligation, Material Resource Utilization, Social Democratic Freedoms, and Organization Relations with Constituents.

Cluster Analyses

The results of the principal factor analyses for the total data set and the four sets of 24 items were used to generate an initial set of 10 clusters or scales. The items for the initial clusters were very similar to those that correlated highest with the 10 factors listed in the previous section with a few exceptions. The employee experience of freedom from chemical emissions was added to the Internal Working Conditions cluster. Also, the societal experience items, healthfulness of members of society and scientific advancement items, were added to the organizational social activity factor called Material Resource Utilization.

The alpha coefficients of the ten clusters ranged from .75 to .95. Four alphas were less than .90 and 6 were equal to or greater than .90. The large size

of these reliability coefficients indicates that the clusters are not only unidimensional to a large extent but also that the extent of measurement error is relatively small (Hunter and Gerbing, 1976).

The unidimensionality of the clusters was tested further by the criterion of parallelism, which states that the items in a unidimensional cluster should have similar patterns of correlations with (a) items in other clusters, and (b) other traits (clusters). The patterns of correlations of the items in one cluster with those items within other clusters generally supported the unidimensionality of the clusters. For example, the correlations of the items in the Individual Difference Accomodations cluster with the item, communication with outside constituents, ranged from .21 to .38, and with the item, freedom from chemical exposures, from -.08 to .01. The pattern of correlations from lowest to highest were very consistent.

A more clear test of parallelism and, subsequently, unidimensionality was the size of the correlations of the items with the cluster scores corrected for attenuation. The corrections for attenuation were made using only the reliability of the clusters. Only nine of the 96 items correlated higher with a cluster other than the one cluster the particular item was assigned to. Of these nine items, no one correlated with another

cluster more than .07 than with its respective cluster. Thus, the tests for parallelism supported, to a large extent, the unidimensionality of the empirically derived clusters.

Although the above internal and external consistency tests supported the unidimensionality of the ten clusters, further inspection of the correlations of the items with their respective clusters, and the homogeneous wording of the items led to some breaking up of the clusters. The Human Resource Utilization cluster was divided into two subclusters. The division was based on the meaning of the items, the correlations between the items and the clusters, and the original factor loadings of the items. The two subclusters and their items are listed in Table 12 and are named Human Resource Utilization and Comprehensive Reward System.

The only other cluster modification was the division of the Constituent Integration Into the Organization cluster into two subclusters. The separation of the clusters was based on the criteria listed above. The two subclusters are labeled Constituent Communication and Representation, and Organization-Community Integration.

The 12 revised clusters were resubmitted to a cluster analysis using the statistical program called PACKAGE. The cluster names and their coefficient alphas,

Table 12. Final Clusters In Quality of Work Inventory.

<u>Cluster</u>	<u>Item Names</u>	<u>$r_{1,c}^1$</u>	<u>Cluster</u>	<u>Item Names</u>	<u>$r_{1,c}$</u>
1. <u>Comprehensive Reward System</u> ($\alpha = .78$)	fringe benefits	.70	4. <u>Internal Work Conditions</u> ($\alpha = .80$)	chemical exposures	.87
	pay	.67		biological health	.73
	equity of rewards	.66		work safety	.68
	enriched jobs	.52		promotion from	
	esthetics	.52		blue collar	.66
	promotion from within	.50		human factors	.48
	work democracy	.48			
	group rewards	.28	5. <u>Employee Identification and</u> <u>Integration With Organization</u> ($\alpha = .95$)	trust in management	.84
2. <u>Human Resource Utilization</u> ($\alpha = .87$)	human relations	.80		personal growth	.83
	individuality	.74		intergroup coop.	.82
	training	.68		competency	.82
	2-way communication	.67		stress reduction	.81
	goals communication	.67		democratic rights	.80
	rep. promotion	.67		employee self	
	partic. dec. mkg.	.63		control	.80
3. <u>Individual Differences</u> <u>Accommodation</u> ($\alpha = .75$)	modif. for handicapped	.67		group cohesiveness	.79
	personal services	.63		social acceptance	.78
	social interactions	.63		goals acceptance	.77
	flexitime	.62		identif. with goals	.76
	guaranteed employment	.50		equal opportunity	.69
				equity and justice	.69
				minority equalities	.62
				control of group	
				membership	.61
				esthetic experiences	.54
			6. <u>Physical and Economic</u> <u>Security</u> ($\alpha = .91$)	physical comfort	.88
				physical health	.81
				economic security	.79
				physical safety	.78
				physical security	.75
				increased standard	
				of living	.67
				social involvements	.65

¹ $r_{1,c}$ - correlation between item and true cluster score.

Table 13. Final Clusters In Quality of Life Inventory.

<u>Cluster</u>	<u>Item Names</u>	<u>$^1r_{i,c}$</u>	<u>Cluster</u>	<u>Item Names</u>	<u>$r_{i,c}$</u>
1. <u>Organization-Community Integration</u> ($\alpha = .82$)			4. <u>Material Resource Utilization</u> ($\alpha = .81$)		
	community renewal	.73		pollution reduction	.72
	stable employment	.70		technological adv.	.71
	usefulness of products	.70		contrib. to science	.66
	envir. harmony of structures	.65		conservation	.63
	empl. rew. for comm. participation	.62		healthfulness of society	.55
	governmental lobbying	.52		resource efficiency	.49
	conv. of location for employee	.50		contrib. to comm. infrastructure	.47
				scientific adv.	.47
				independence of dev. nations	.44
2. <u>Relations with Constituents</u> ($\alpha = .91$)			5. <u>Constituent Communication and Representation</u> ($\alpha = .85$)		
	relations with community	.84		communication with constituents	.88
	relations with government	.84		consumer information	.74
	relations with constituents	.83		transactions with min. bus.	.72
	material betterment	.77		repres. employment	.66
	community esthetics	.77		constit. rep. in decisions	.63
	community cultural activity	.72			
	educ. adv. in society	.72			
	social esteem	.58			
3. <u>Organizational Philanthropy</u> ($\alpha = .76$)			6. <u>Social Democratic Freedoms</u> ($\alpha = .94$)		
	donations to arts	.82		involvement in democ.	.82
	donations to education	.79		free choice in society	.81
	contribution to community recreation	.63		social activities	.80
	promotion of regulation	.55		feelings of societal membership	.79
	maintaining employment	.38		indiv. & group rights	.78
				security in commun. membership	.78
				economic security	.78
				physical safety	.77
				physical mobility	.74
				equal opportunity	.74
				equity of rewards	.70
				material resource preservation	.65
				disease prevention	.64
				international relations	.56

$^1r_{i,c}$ - correlation between item and cluster corrected for attenuation.

as well as the clusters' respective items and their items--true cluster score correlations are listed in Tables 12 and 13.

The standard score coefficient alphas of the clusters range from .75 to .94. The original Human Resource Utilization cluster, which had an alpha of .90, was divided into two subclusters which have alphas of .87 and .78. Also, the original Constituent Integration into the Organization cluster, which had an alpha of .90, was separated into two subclusters with resulting alphas of .85 and .82. These results indicate that the two cluster divisions decreased the reliability of the clusters to a small extent. Given the increased homogeneity, interpretability, and differentiation of the clusters, though, the two divisions were concluded to be an improvement in the restructuring of the data set.

Correlations Among Empirically-Derived Quality of Work and Life Clusters

Table 14 contains the correlations among the 12 final quality of work and life clusters corrected for attenuation (as listed in Tables 14 and 15). The full correlation matrix is reproduced for full column or row reference. Some correlations are actually higher than the coefficient alphas, which demonstrated that

Table 14. Correlations¹ Among Empirically-Derived Quality of Work and Life Clusters.

		Clusters											
Clusters		Quality of Work						Quality of Life					
		502	501	503	504	509	510	505	506	507	508	512	511
502	Comprehensive Reward System	1.0	.95	.79	.19	.48	.36	.47	.32	.29	.10	.40	.26
501	Human Resource Utilization	.95	1.0	.65	.13	.53	.30	.43	.22	.08	-.04	.29	.18
503	Individual Differences Accomodation	.79	.65	1.0	0	.36	.28	.60	.53	.34	.10	.49	.28
504	Internal Work Conditions	.19	.13	0	1.0	.18	.23	.15	.09	.01	.79	.03	.16
509	Empl. Ident. & Integration	.48	.53	.36	.18	1.0	.87	.52	.48	.38	.28	.56	.52
510	Physical & Economic Security	.36	.30	.28	.23	.87	1.0	.43	.45	.45	.35	.49	.44
505	Org'n - Comm. Integration	.47	.43	.60	.15	.52	.43	1.0	.89	.62	.45	.36	.19
506	Relations With Const.	.32	.22	.53	.09	.48	.45	.89	1.0	.85	.48	.37	.18
507	Org'nl Philanthropy	.29	.08	.34	.01	.38	.45	.62	.85	1.0	.39	.37	.14
508	Material Res. Utiliz.	.10	-.04	.10	.79	.28	.35	.45	.48	.39	1.0	.29	.37
512	Const. Comm. & Repr.	.40	.29	.49	.03	.56	.49	.36	.37	.37	.29	1.0	.85
511	Social Democr. Freedoms	.26	.18	.28	.16	.52	.44	.19	.18	.14	.37	.85	1.0

¹Correlations are corrected for attenuation.

the corrections for attenuation are dramatically larger than the raw score correlations. For example, the correlation between Comprehensive Reward System and Individual Differences Accomodation clusters corrected for attenuation is .79, whereas the raw score correlation is .60.

The intercorrelations among the true cluster scores indicate certain patterns of quality of work and quality of life involvements different organizations engage in. The discussion of these patterns is in three parts. The intercorrelations among the quality of work life clusters in the upper left quadrant are discussed first, followed by the quality of life correlations in the lower right quadrant, and lastly the correlation between the quality of work life and quality of life clusters in the lower left and upper right quadrants are discussed.

Quality of work intercorrelations

The correlations among the quality of work life clusters are all positive and greater than .25 with the exception of the correlations between Internal Work Conditions and all other quality of work life clusters. This finding demonstrates that, across organizations, organizational commitments towards such activities and experiences as safety, health, and human factors engineering are only weakly or not at all related to

other quality of work life activities. Organizational commitments towards items in other quality of work life clusters, though, are generally all positively related. This is especially true of the Comprehensive Reward System cluster, which has the highest mean correlation among other clusters. Thus, high organizational commitments towards such activities as attractive fringe benefits, competitive pay levels, equity of rewards and enriched jobs are strongly associated with high commitment to overall quality of work life.

The highest set of correlations is among the first three quality of work life clusters - Comprehensive Reward System, Human Resource Utilization, and Individual Differences Accomodation. Although these three clusters were developed from the quality of work activities set of items, and hence share common method variance, their high intercorrelations (.65, .79, .95) demonstrate that organizations which generally pursue either comprehensive rewards for their employees, or full use of their human resources, or accomodating differences among individuals, are likely to be committed to the other two quality of work set of activities.

Another notable high correlation is between Employee Identification and Integration With the Organization and Physical and Economic Security ($r=.87$). Organizations which are committed to having employees who identify

with the goals and mission of the organization, who trust management, and develop within the organization, are also likely to be committed to employee experiences of physical and economic security. This is probably especially true for those organizations which pursue the activities in the Internal Work Conditions cluster, which is correlated the highest with the Physical and Economic Security cluster.

The finding that commitments to developing organizationally-identifying employees and physically and economically secure employees are strongly related further clarifies the previously discussed finding that organizations perceive employee-organization integration as a high priority problem area and at the same time have relatively low commitments to sharing power and control. It seems that organizations desire to gain the hearts and minds of their employees through primarily fostering employee experiences of physical and economic security and not by sharing power and control with them. This conclusion, though, must be tempered by the finding that there is a moderate correlation ($r=.53$) between the clusters, Employee Identification and Integration and Human Resource Utilization. It does seem that organizations which pursue organizationally committed employees do, to some extent, desire to more fully utilize their employees through two-way communication, training, participative decision making, human

relations, and promoting individuality. In general, though, it appears that organizations are more likely to create physical and economic security for their employees in order to develop employee commitment to the organization.

Quality of life intercorrelations. The correlations among the quality of life clusters in the lower right quadrant of Table 14 are on the average smaller and have less variance than the quality of work life cluster intercorrelations.

The cluster which on the average correlates highest with other quality of life clusters is the Relations with Constituents cluster. This cluster contains items which tend to be worded in general terms and are more global in nature, such as relations with community and relations with constituents.

The two clusters, Constituent Communication and Representation and Social Democratic Freedoms, are very highly correlated with each other and are correlated relatively low with the other four quality of life clusters. Since these two clusters are derived from different item types, the former from activity type items and the latter from experience type items, their shared variance is derived from a strong association between the self-reported commitments of organizations. Organizations which are committed to such social freedoms

as democratic involvement, free choice, individual rights, and economic security, tend to pursue communication links and joint representation with the community. Since these activities are only weakly related with the other quality of life clusters, they may represent a level of social responsiveness born from a distinct philosophy of social democracy.

Intercorrelations between quality of work and life clusters. The correlations between the quality of work clusters and the quality of life clusters, in the lower left quadrant of Table 14, take on a wide range of values (from $-.05$ to $.79$). The exceptions to this large dispersion of correlations are the moderate size correlations between the quality of work clusters, Employee Identification and Integration and Physical and Economic Security, and all six of the quality of life clusters. These two clusters tend to be most strongly and consistently related to the quality of life clusters.

Although the quality of work cluster, Comprehensive Reward System, is on average the strongest predictor of other quality of work clusters, it is not the strongest predictor of any one quality of life cluster. The Individual Differences Accomodation quality of work cluster is the best predictor of the highly intercorrelated clusters of Organization - Community Integration and Relations with Constituents. Hence, organizations which

accomodate worker differences tend to be aware of the impacts of their business on the community and desire positive relations with the community and their constituents.

The highest correlation is between the Internal Work Conditions cluster and the Material Resource Utilization cluster (.79). This association is most likely explained by common technological processes, such as manufacturing. Whereas, though, Material Resource Utilization is a very poor predictor of all other quality of life factors, the Material Resource Utilization cluster moderately predicts the last two quality of work clusters, Employee Identification and Physical and Economic Security. Hence, it seems that Material Resource Utilization is a more general and comprehensive social response of organizations which are involved in manufacturing.

Higher-Order Factor Analysis of Clusters

The examination of the correlations among the empirically-derived quality of life and work clusters suggested a number of patterns of organizational commitments. The purpose of this subsection is to further analyze these commitment patterns by factor analyzing the six quality of work clusters and the six quality of life clusters listed in Tables 12 and 13. The factor

analysis is expected to distill higher order constructs underlying the twelve clusters.

A principal factor analysis with varimax rotation and communality estimates was performed on the twelve quality of work and life clusters. The cluster scores were calculated as raw score sums of their respective items as listed in Table 12 and 13.

Four factors emerged with eigenvalues greater than 1.0. The factor loadings are listed in Table 15.

The first factor had an eigenvalue of 4.78 and accounted for 39.8% of the total variance. The factor was labeled Resource Exchanges with Constituents and loaded highest with the following clusters--Organization/Community Integration (community renewal, stable employment, usefulness of products, etc.), Organizational Philanthropy (donations to arts, education, recreation, etc.), and Constituent Communication and Representation (consumer information, minority business, representative employments, etc.).

The second factor had an eigenvalue of 1.77 and accounted for an additional 14.7% of the total variance. The factor was termed Maintenance of Social Structures and loaded highest with Social Democratic Freedoms (democracy, free choice, rights, etc.), Relations with Constituents (community, government, cultural activities, etc.), Employee Integration with Organization (trust,

Table 15. Factor Analysis¹ of Empirically-Derived Quality of Life and Work Clusters

Cluster	Factor			
	Resource Exchanges with Constituents	Maintenance of Social Structures	Resource Exchanges with Employees	Maintenance of Physical Resources
Comprehensive Reward System	.15	.19	.81*	.06
Human Resource Utilization	.03	.11	.92*	.03
Individual Differences Accommodation	.31	.19	.56*	-.06
Internal Work Conditions	-.04	.04	.07	.92*
Employee Integration with Organization	.32	.57*	.37	.15
Physical and Economic Security	.33	.54*	.22	.23
Organization-Community Integration	.93*	.12	.14	.08
Relations with Constituents	.20	.82*	.19	-.02
Organizational Philanthropy	.69*	.17	.05	.03
Material Resource Utilization	.39	.25	-.06	.71*
Constituent Communication and Representation	.69*	.14	.34	.14
Social Democratic Freedoms	.00	.87*	.07	.11

1 - Varimax rotated factor matrix after rotation with Kaiser normalization.

growth, cooperation), and Employee Physical and Economic Security (comfort, health, security, etc.).

An additional 12.7 percent of the total variance was accounted for by the third factor which had an eigenvalue of 1.53. The factor correlated highest with Comprehensive Reward System (benefits, pay, etc.), Human Resource Utilization (human relations, individuality, training, etc.), and Individual Differences Accomodation (handicapped employment, personal services, flexitime, etc.). The third factor was named Resource Exchanges with Employees.

The fourth and last factor with an eigenvalue greater than 1.0 (1.28) accounted for 10.6 percent of the variance and was labeled Maintenance of Physical Resources. The factor correlated highest with Internal Work Conditions and Material Resource Utilization.

The Resource Exchanges with Constituents factor was composed of primarily quality of life activities. Also, the Resource Exchanges with Employees factor consisted of mostly quality of work activities. The other two factors, though, were composed of quality of work and life activities and outcomes.

Of particular interest is the Maintenance of Social Structures factor. Two quality of life clusters loaded very highly on the factor and two quality of work factors

moderately. The reason for the label given the factor is as follows. The Social Democratic Freedoms concept is basic to the capitalistic economic environment and the Relations with Constituents factor is fundamental to the organization's perceived legitimacy by other organized power groups in society. It seems that positive relations with societal power groups go hand in hand with promoting Social Democratic Freedoms. Likewise, in the internal organizational social environment (i.e., employees) the development of employee integration into the organization commitments is paralleled by commitments to their physical and economic security.

Given the overlapping of the quality of work and life clusters in the higher-order factors there are a number of relevant implications. First, quality of work and life are not necessarily empirically distinct. Commitments to maintaining social structures and physical resources affect both quality of work and quality of life concerns. Resource exchanges on the other hand seem to be divisible in terms of whether the exchanges are with constituents or employees. The second implication is that the concept of organizational social responsiveness can be split into four separate areas--resource exchanges with constituents and employees, and maintenance of social structures and physical resources.

The next subsection is the last of the primary

analysis. The subsection focuses on the relationships among the 12 clusters and other related organizational and environmental variables. Before the correlational analysis is presented, though, there is a brief discussion of the conceptual parallelism between the empirically-derived clusters and the original six categories of the content model.

Parallelism Between
Empirically-Derived
and Conceptually-
Derived Clusters

Quality of work and quality of life activities and experiences were originally theorized to be each conceptually structured in terms of six categories: Material Provisions, Social Interactions, Individual Development, Physical Environment, Social Integration, and Interindividual Consistency. The content analysis of the literature and the expert placement survey demonstrated to a large extent the utility and conceptual validity of the basic six category model. The empirical analyses of the factor and cluster analytic structure of the 96 quality of work and life items in the Inventory, though, was not identical with the conceptual categories and their domain of items.

The empirical structure of the data, though, does not refute the utility nor the validity of the conceptual model for two primary reasons. First, the conceptual

model was instrumental in the development of the cluster structure. The actual cluster domains listed in Tables 12 and 13 were developed from a synthesis of the "blind" factor analyses and the item domains of the original conceptual categories. The final cluster analytic structure is a product of the inductive-deductive scientific process of theory development--empirical testing--and theory refinement. The second reason for the empirical support of the utility of the original model is manifested in the conceptual parallels between the final six quality of work life clusters, the six quality of life clusters, and the original categories of the conceptual model. The Material Provisions category is similar to the Reward System cluster for quality of work life and the Organization-Community Integration quality of life cluster. The second category of the conceptual model, Social Interactions, parallels the Human Resource Utilization and Relations with Constituents empirically-derived clusters. The Individual Development category is related to the Individual Differences Accomodation quality of work cluster and the Organizational Philanthropy quality of life cluster. The fourth category, Physical Environment is very closely aligned with Internal Work Conditions and Material Resource Utilization clusters. Also, the Employee Identification and Integration quality of work cluster and the Organization-

Community Integration quality of life cluster coincide with the Social Integration category. And lastly, the Interindividual Consistency category of the original conceptual model is very related to the Social Democratic Freedoms quality of life cluster and somewhat related to the Physical and Economic Security quality of work factor.

Construct Validity of Empirically-Derived Clusters

The primary results section of study, to this point, has focused on the cluster and factor analytic structure of the 96 quality of life and work items. The purpose of the structural analysis was to investigate the internal validity of the content model and its categorical constructs. The remainder of the primary analysis of the inventory is devoted to examining the relationship between the twelve empirically-derived quality of work and life clusters and a number of related organizational variables such as number of specialists in various departments. The intent of this last subsection of the primary analysis is to investigate the meaning and utility of the 12 clusters as they relate to other organizational phenomena, or in short, the construct validity of the 12 clusters.

The correlational analysis is in two parts. The associations between the twelve clusters and two sets

of alternative measures are investigated in the first part. The alternative measures are single item measures of the twelve original quality of work and life constructs and the number of specialists in areas related to the twelve constructs. The second part of the correlational analysis examines the correlations between the twelve clusters and organizational/environmental variables, such as percent of sales to various customer types and the self-reported influence of various constituent groups.

Correlates Among Clusters and Alternative Measures

The original intention of this section of the results was to test the convergent/divergent validity of the category clusters as determined by the proposed model of quality of work and life by using the multitrait-multimethod procedure. Since the final quality of work and life clusters, which were derived by factor and cluster analytic analyses, are somewhat conceptually and empirically different from the conceptual categories of the model, the proposed alternative measures of the original clusters are not measures of the same traits or constructs as the empirically-derived clusters. Since, though, the empirically-derived clusters are, to some extent, parallel to those of the original model, the alternative measures and related organizational variables and their correlations with the empirically-derived

clusters should give an indication of the utility and conceptual meaning of the empirical clusters. In short, the construct validity of the twelve final quality of work and life clusters will be explored in this section through analysis of their organizational correlates.

Single items. Tables 16 and 17 contain the correlation coefficients between the twelve final quality of work and life clusters and the single item measures of the original twelve quality of work and life categories and the number of specialists in areas related to the original twelve categories.

If the original quality of work and life clusters were used in Tables 16 and 17, it would be hypothesized that the diagonal elements of the two sets of Table elements would be higher than the off-diagonal elements. Since, though, the empirically-derived clusters are used in the tables this hypothesized similar-trait relationship is not expected to occur to a great extent. But, since the empirical clusters are somewhat parallel to the original clusters, the diagonal-off diagonal comparison should give an indication of the conceptual meaning of the final clusters.

In Table 16, almost all correlations are statistically significant except for the correlations with the Work Conditions cluster. The diagonal elements for this cluster, though, are statistically significant.

Table 16. Correlations Among Quality of Work and Life Clusters and Single Item Measures.

		Reward System	Human Resources	Individual Differences	Work Conditions	Empl-Org'n Integration	Phys & Econ Security	Community Org'n Integration	Constituent Relations	Philanthropy	Material Resources	Constituent Communication	Social-Demo Freedoms
EMPLOYEE	economic health	.46 *	.35 *	.28 *	.13	.22 *	.35	.22 *	.30 *	.26 *	.21 *	.21 *	.72 *
	social interactions	.46 *	.38 *	.43 *	.01	.29 *	.26 *	.26 *	.41 *	.15 *	.06	.23 *	.41 *
	psychological development	.47 *	.46 *	.43 *	0	.41 *	.31 *	.29 *	.42 *	.17	.08	.32 *	.39 *
	healthful environment	.28 *	.29 *	.22 *	.20 *	.31 *	.35 *	.28 *	.31 *	.25 *	.27 *	.33 *	.30 *
	group cohesiveness	.49 *	.52 *	.25 *	.09	.45 *	.29 *	.20 *	.33 *	.08	.07	.25 *	.39 *
	equity and equality	.46 *	.40	.32	.07	.37	.25 *	.22 *	.26 *	.23 *	.02	.38 *	.12
SINGLE ITEM COMMITMENTS	economic health	.38 *	.43 *	.29 *	.04	.33 *	.31 *	.35 *	.32 *	.26 *	.32 *	.45 *	.31 *
	social interactions	.37 *	.40 *	.31 *	.03	.38 *	.34 *	.21 *	.48 *	.12	.20 *	.29 *	.47 *
	psychological development	.41 *	.40 *	.32 *	.15	.38 *	.28 *	.13	.44 *	.06	.22 *	.21 *	.49 *
	healthful environment	.21 *	.25 *	.14	.37 *	.30 *	.34 *	.21 *	.28 *	.14	.44 *	.32 *	.39 *
	group cohesiveness	.33 *	.33 *	.28 *	.14	.45 *	.37 *	.15	.48 *	.08	.24 *	.22 *	.60 *
	equity and equality	.35 *	.29 *	.22 *	.04	.42 *	.29 *	.21 *	.38 *	.24 *	.12	.40 *	.33 *
SOCIETAL	economic health	.38 *	.43 *	.29 *	.04	.33 *	.31 *	.35 *	.32 *	.26 *	.32 *	.45 *	.31 *
	social interactions	.37 *	.40 *	.31 *	.03	.38 *	.34 *	.21 *	.48 *	.12	.20 *	.29 *	.47 *
	psychological development	.41 *	.40 *	.32 *	.15	.38 *	.28 *	.13	.44 *	.06	.22 *	.21 *	.49 *
	healthful environment	.21 *	.25 *	.14	.37 *	.30 *	.34 *	.21 *	.28 *	.14	.44 *	.32 *	.39 *
	group cohesiveness	.33 *	.33 *	.28 *	.14	.45 *	.37 *	.15	.48 *	.08	.24 *	.22 *	.60 *
	equity and equality	.35 *	.29 *	.22 *	.04	.42 *	.29 *	.21 *	.38 *	.24 *	.12	.40 *	.33 *

p < .01

The upper left hand quadrant contains the correlations between the quality of work life clusters and single items. The Reward System cluster is fairly highly correlated with all the single item quality of work life commitments, indicating further support for the generality of purpose of the cluster. The Human Resources cluster is more highly correlated with commitments to psychological development and group cohesiveness, although all correlations are significant and moderate in strength. The Individual Differences Accomodation cluster is noticeably more highly related with social interactions and psychological development. As noted before, the Work Conditions cluster is only correlated with its respective single item measure, healthful environment. The Employee-Organization Integration cluster is most strongly associated with the expected single item of group cohesiveness, and is also highly correlated with psychological development. The last quality of work cluster, Physical and Economic Security is moderately correlated with all the quality of work life single items.

The correlations between the quality of life clusters and the quality of life single items are contained in the lower right quadrant of Table 16. The diagonal elements for the first two clusters are higher than the off-diagonal elements, although somewhat less so for

the Constituent Relations cluster. Philanthropy is only significantly related with economic health and equity and equality. Material resources, as expected, is most highly correlated with healthful environment. Constituent Communication, like Philanthropy, is most strongly related to the economic-related single items. The Social-Democratic Freedoms cluster is very strongly associated with group cohesiveness, but is also fairly highly associated with all other items, indicating the strong predictive power it has as a quality of life factor.

Specialists. In Table 17, the correlations between the clusters and number of specialists in related areas are presented. In the quality of work life quadrant, the number of specialists in social activities is correlated the highest with all clusters except the work conditions cluster, indicating the strong predictive power of these specialists for quality of work life commitments. The Physical and Economic Security cluster is generally correlated with the various types of specialists, which suggests the pervasiveness of physical and economic security across specializations.

The correlations between the quality of life clusters and specialists are contained in the lower right hand quadrant. Philanthropy is significantly related to the number of specialists in arts, culture, and science, and minority employment and business. Concern for

Table 17. Correlations Among Quality of Work and Life Clusters and Specialists in Organization.

		Reward System	Human Resources	Individual Differences	Work Conditions	Empl-Org'n Integration	Phys & Econ Security	Community Org'n Integration	Constituent Relations	Philanthropy	Material Resources	Constituent Communication	Social-Demo Freedom
EMPLOYEE	compensation	.12	.14	.17	.05	.20*	.21*	.11	.24*	.19	.23*	.24*	.18
	social activities	.24*	.24*	.29*	.12	.30*	.29*	.13	.23*	.13	.13	.23*	.20*
	training and development	.13	.15	.20*	.13	.13	.16	.08	.02	.08	.07	.15	.08
	work conditions	.14	.12	.17	.11	.12	.17	.08	0	.09	.07	.01	.02
	arbitration and goal setting	.12	.10	.13	.05	.16	.21*	.10	0	.20*	.09	.18	.02
NUMBER OF SPECIALISTS	equity and equality	.12	.22*	.06	.10	.18	.15	.05	.04	.02	.07	.23*	.03
	product and service quality	.07	0	.19*	.06	.09	.05	.08	.11	.06	.16	.15	.01
	comm. social activities	.09	.19*	.08	.01	.11	.03	.05	.12	.13	.05	.17	.15
	arts, culture, science	.15	.11	.24*	.06	.17	.17	.14	.17	.21*	.19*	.17	.08
SOCIAL	pollution and conservation	.01	.09	.10	.16	.15	.15	.12	.12	.08	.15	.20*	.10
	constituent relations	.13	.06	.24*	.17	.12	.19	.15	.07	.15	.30*	.25*	.05
	minority empl. and business	.05	.13	.16	.02	.09	.09	.07	.13	.30*	.03	.04	.10

* $P < .01$

Material Resources is significantly correlated with specialists in arts, culture and science and in constituent relations. The Constituent Communication cluster is related to specialists in pollution and conservation and in constituent relations. No other correlations are significant.

Quality of Work and Life
and Organization/Environmental
Characteristics

It is expected that the type of quality of work and life concerns organizations have are related to the economic and social environment of the organization. The organization/environmental interface was measured in two ways. Respondents were requested to indicate the percent of sales or business their organization transacts with wholesalers, government, public, retailers, other industries, and their five largest customers. In addition, respondents were asked to indicate the extent to which their organization's activities were affected by various societal elements and groups. The correlations between the quality of work and life clusters and the environmental items are presented in Table 18.

The organization's percentage of sales to wholesalers was positively related to Work Conditions and Material Resources, and negatively related to commitments to Constituent Relations. The percent of sales to the

Table 18. Correlations Among Quality of Work and Life Clusters and Organizational/Environmental Characteristics.

	Reward System	Human Resources	Individual Differences	Work Conditions	Employee-Org'n Integration	Physical & Econ. Security	Comm.-Org'n Integration	Constituent Relation	Philanthropy	Material Resources	Constituent Communication	Social-Democr. Freedoms
% of Sales To:												
Wholesalers	-.13	-.16	-.03	.22*	.02	.08	.06	-.23*	.05	.27*	.04	-.02
Government	-.11	-.06	-.01	.40*	.11	.15	.03	0	-.03	.26*	.12	.07
Public	.13	.22*	.18	.35*	.28*	.09	.23	.07	.06	-.36*	.23*	-.07
Retailers	.04	.02	.03	.09	.01	.10	.12	-.05	.12	-.01	.10	0
Industry	.19	.10	.03	.26*	.15	.21*	.01	.02	.11	.22*	.07	.05
Five Largest Customers	.05	.01	.01	.35*	.09	.08	.08	0	.01	.20*	-.06	0
Extent Affected By:												
Consumers	.18	.26*	.21*	.27*	.08	-.01	.21*	.18	-.02	-.20*	.30*	.05
Suppliers	-.03	-.05	-.10	.28*	.16	.19	-.06	-.06	.05	.32*	.05	-.01
Regulators	.16	.16	.23*	.11	.17	.14	.27*	.19	.13	-.03	.35*	0
Employees	.21*	.17	.15	-.03	.28*	.18	.12	.10	.05	.01	.26*	.12
Media	.14	.06	.26*	-.07	.16	.20*	.23*	.28*	.14	.02	.32*	.11
Technology	.19	.10	.18	.26*	.24*	.36*	.34*	.18	.19	.38*	.38*	.08
Unions	.04	-.02	-.09	.39*	.07	.11	.03	-.10	.06	.19	.06	-.03
Community	.20*	.18	.25*	-.06	.19	.15	.36*	.15	.13	.06	.35*	0
Stockholders	.22*	.17	.13	.09	.19	.15	.23*	.21*	.18	.31*	.24*	.13
Other Industries	.19	.06	.05	.13	.21*	.20*	.22*	.16	.18	.31*	.16	.06
Environmental	.10	.04	.05	.49*	.23*	.30*	.16	.16	.12	.49*	.23*	.16
Urban Groups	.28	.20*	.41*	.03	.31*	.27*	.35*	.29	.27*	.10	.46*	.15

*p < .01

government is somewhat strongly related to commitments to Work Conditions and significantly to Material Resources. Sales to the public is negatively associated with commitments to Work Conditions and Material Resources, and positively to organizational commitments to Human Resources, Employee-Organization Integration, and Constituent Communication. Organization sales to other industries is positively related to Work Conditions, Material Resources, and Physical and Economic Security. And lastly, the percent of sales to the organization's five largest customers is positively related to Work Conditions and Material Resources.

The extent to which organizations report they are affected by consumers is positively related to commitments to Human Resources, Individual Differences Accommodation, Community-Organization Integration, and Constituent Communication, and is negatively correlated with Work Conditions and Material Resources. The effect of suppliers, though, is positively related to Work Conditions and Material Resources. There is a positive relation of regulator influences on Individual Differences Accommodation, Employee-Organization Integration, and Constituent Communication. The extent organizations indicate they are affected by employees is significantly associated with commitments to Reward System, Employee-Organization Integration, and Constituent Communication.

The influence of the media on organizations is associated with commitment to Individual Differences Accomodation, Physical and Economic Security of employees, Community-Organization Integration, and Constituent Relations and Communication. Reported influence of technology is significantly correlated with commitments to Work Conditions, Employee-Organization Integration, Physical and Economic Security, Material Resource, and Constituent Communication. Union influences seem to be primarily on Work Conditions.

The extent to which the community is reported to influence the organization is related to Reward System, Individual Differences Accomodation, and Community-Organization Integration, Relations, and Communication, and Material Resources. Organizations which report higher influences of other industries are more likely to have higher levels of commitment to Employee-Organization Integration, Physical and Economic Security, Community-Organization Integration, and Material Resources. The extent to which environmentalists affect the organization is most strongly related to Work Conditions and Material Resource usage. And lastly, the effect of urban groups is most pervasive since it is significantly related to all the quality of work and life concerns except Work Conditions, Material Resource, and Social-Democratic Freedoms.

The pattern of correlations between the clusters and the percentage of sales and influence of certain groups indicate what types of organizations are associated with the various quality of life and work commitments. The correlations also suggest why organizations vary in the commitments. High percent sales to wholesalers, for example, is associated with lower commitments to constituent relations--these organizations interact less with consumers and the community. Also sales to the government is related to high commitments to the maintenance of physical resources, which indicates the influence of safety and environmental regulation. And lastly, the influence of various constituent groups is diverse.

Organizational characteristics. The correlations among the clusters and a number of organizational characteristics were measured two ways--through additional items in the executive survey listed in Appendix A and objective measures such as return on equity listed in 1980's Fortune magazine. In the executive survey, ten items were used to form a management social values scale, six items for an information dissemination on social policies scale, six items for social auditing, six items for human resource problems, and five items for constituent problems.

The Management Social Values scale is correlated

Table 19. Correlations Among Quality of Work and Life Clusters and Other Management Social Responses and Organizational Characteristics.

	Reward System	Human Resources	Individual Differences	Work Conditions	Employee-Org'n Integration	Physical and Economic Secur	Community Org'n Integration	Constituent Relations	Philanthropy	Material Resources	Constituent Communication	Social-Democr Freedom
Management's Social Values	.32*	.31*	.36*	.16	.52*	.49*	.29*	.54*	.25*	.24*	.32*	.54*
Information Dissemination	.27*	.24*	.41*	.01	.26*	.28*	.45*	.43*	.39*	.22*	.53*	.25*
Social Auditing	.29*	.27*	.39*	-.09	.32*	.25*	.31*	.45*	.29*	.09	.36*	.30*
Human Resource Problems	-.15	-.21*	-.14	.18	.12	.17	.01	.12	-.04	.11	.01	.17
Constituent Problems	.10	-.02	.15	.03	.20*	.26*	.21*	.36*	.14	.19	.27*	.26*
Assets	.03	.06	.19*	-.17	.03	.09	.17	.08	.16	.07	.19*	.07
Number of Employees	.06	.07	.04	.03	.08	.11	.09	.10	.09	.17	.11	.04
Number of Divisions	.04	-.02	.07	-.09	.07	.11	.14	.03	.11	.01	.09	.04
Number of Sites	.07	-.03	-.07	.20*	.11	.13	.07	.03	.17	.25*	.01	.02
% of Market Share	.23*	.03	.11	.37*	.07	.15	.23*	.13	.20*	.29*	.26*	0
% Unionized	.01	-.05	-.16	.50*	.05	.10	-.13	-.03	-.10	.26*	-.03	.05
Return on Equity - 1979	-.15	-.13	-.22*	.01	.01	.05	-.09	-.07	-.09	.09	-.21*	.09
Return on Equity - 70's	.10	.03	.03	.07	-.01	.05	.03	-.02	.04	.13	-.13	.06

*p<.01

with all the quality of work and life clusters except Work Conditions. This result indicates the ubiquity of social values as an index of organizational social values.

The Information Dissemination and Social Auditing scales have the same pattern of correlations with the quality of work and life scales as does the Social Values. Thus, social values and social information gathering and dissemination are generic variables or indicators of organizational commitments to quality of work and life.

Human Resource Problems are negatively related to commitments to Human Resources, which supports the efficacy of these type of quality of work activities. The amount of constituent problems indicated by an organization is positively related to the clusters Employee-Organization Integration, Physical and Economic Security, Community-Organization Integration, Constituent Relations, Constituent Communication, and Social-Democratic Freedom. Thus, organizations which experience constituent problems tend to be more committed to building better relations and communication with its constituents.

The remainder of Table 19 contains items concerning demographic information of the organizations which were obtained directly from the Fortune magazine. The

amount of assets of an organization is related to Individual Differences Accomodation and Constituent Communication. It seems that larger/richer companies are more likely to engage in these activities. The number of employees and divisions in an organization is not related to any of the quality of work and life clusters. The number of sites or locations the organization has is related to Work Conditions and Material Resources.

The organizations' percentage of market share in their major product line or service is related to Reward System and Work Conditions quality of work clusters and all quality of life factors except Constituent Relations and Social-Democratic Freedoms. The percentage of the work force unionized is related to Work Conditions and Material Resources, which suggests that union influence is primarily limited to manufacturers and specifically, conditions of the physical environment. The return on equity of the organizations in 1979, a measure of profit, is negatively related to Individual Differences Accomodation and Constituent Communications. Since these same factors were related to assets, it may be that these activities are not directly related to profit, but that the relation is spurious due to the effect of assets.

Secondary Analysis: Inventory
Profile Analysis

This section of the results focuses on the average commitment and effectiveness self-reports of the corporate executives to the 96 quality of life and work items on the first four pages of the survey in Appendix A. Respondents were requested to indicate for each item: (1) the degree of commitment of their organization in terms of resources and goals; and (2) the extent of organizational effectiveness in implementing the particular activity or creating the particular constituent experience. Respondents were given a five-point Likert-type scale for their responses (1=none, 2=low, 3=moderate, 4=high, 5=very high).

There are two subsections to the secondary analysis. Average self-reported commitments of manufacturing organizations are compared to those of service industries in the first subsection. The second subsection then compares the average self-reported commitments of all respondents to the average self-reported effectiveness ratings on the 96 quality of life and work items.

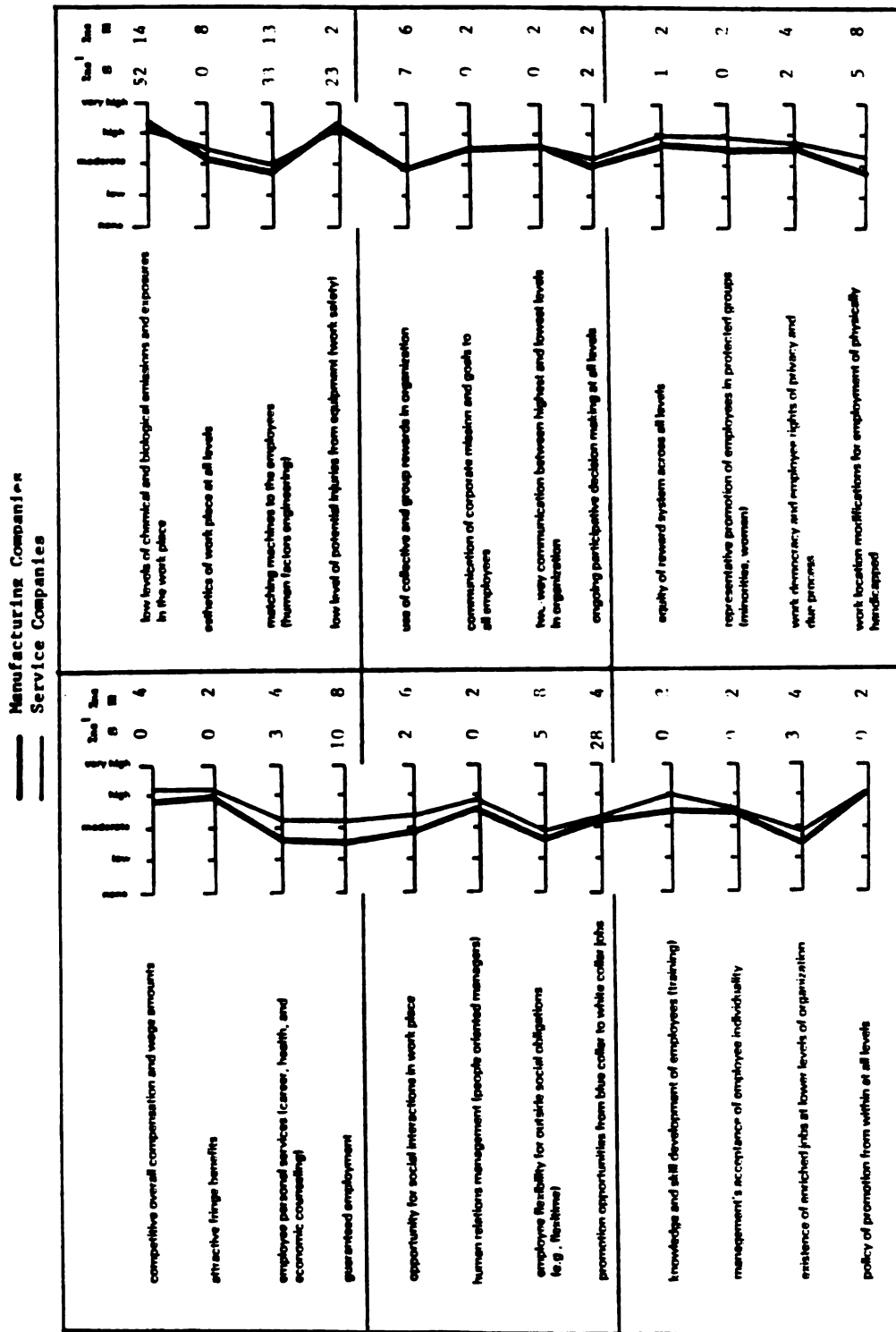
Commitment of Manu-
facturing and Service
Industries

One means of describing the quality of work and life priority areas of various industries is to compare the average commitment scores on the different quality

of work and life items. Figures 4, 5, 6, and 7 contain profile lines of the average self-reported commitments to the 96 quality of work and life items for service industries and manufacturing industries. Disparities between the two profile lines and also between the percentage of respondents indicating the activity or experience is not applicable to them suggest areas of divergent interest for service and manufacturing companies.

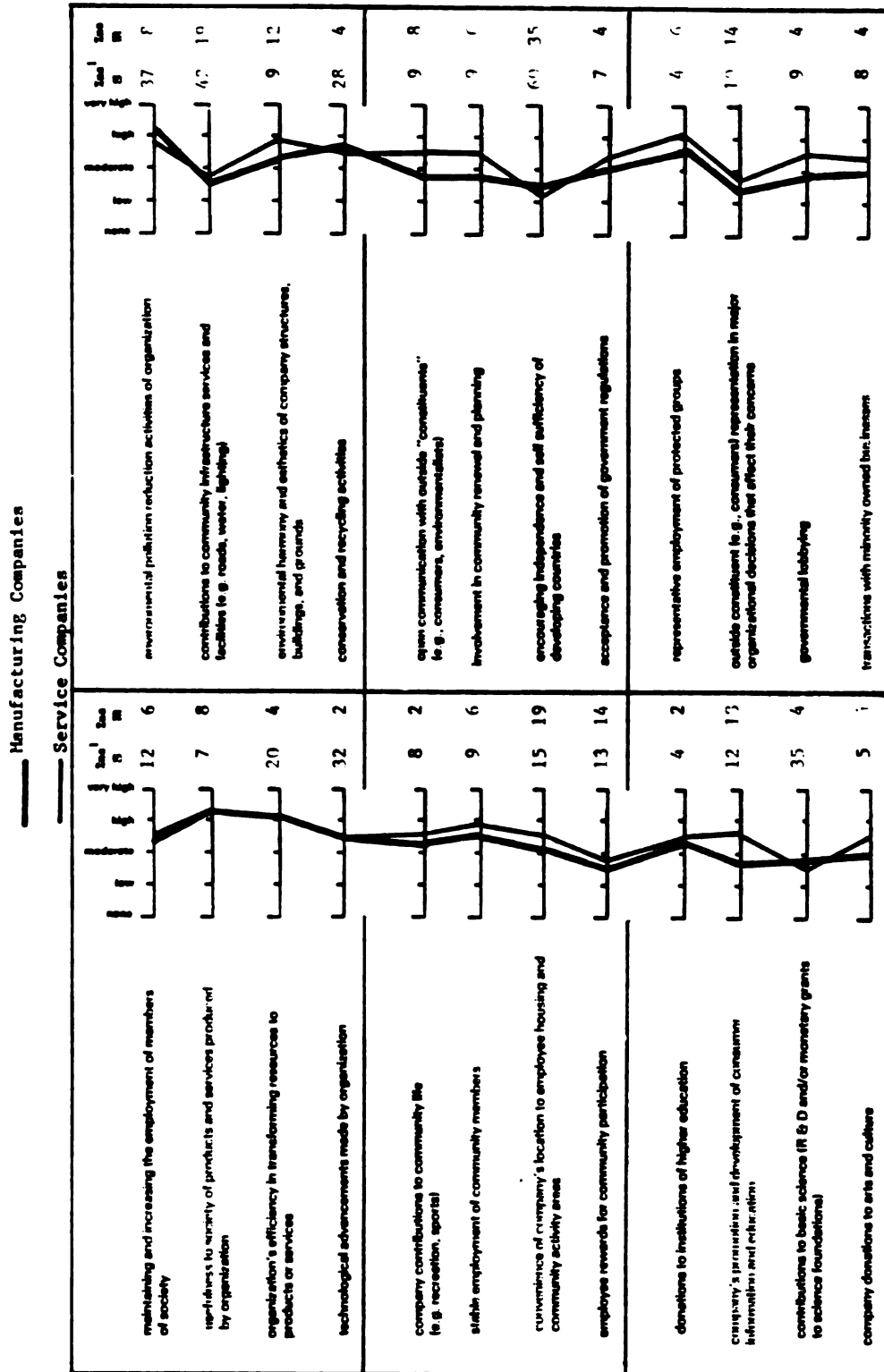
In general, service industries indicate greater commitment to the various quality of work activities and experiences. In particular, service industries report on the average much higher commitment to employee personal services, guaranteed employment, social interactions, and employee training, whereas manufacturers place more emphasis on work safety and health.

The patterns of quality of life concerns for service and manufacturing industries, on the other hand, are much more divergent. Service companies place more emphasis on stable employment, convenience of company location, consumer information, cultural philanthropy, structural esthetics, constituent communication, community renewal, and governmental lobbying. These quality of life activities are generally above and beyond normal business operations. On the other hand, manufacturers indicate higher priority on research and development, pollution



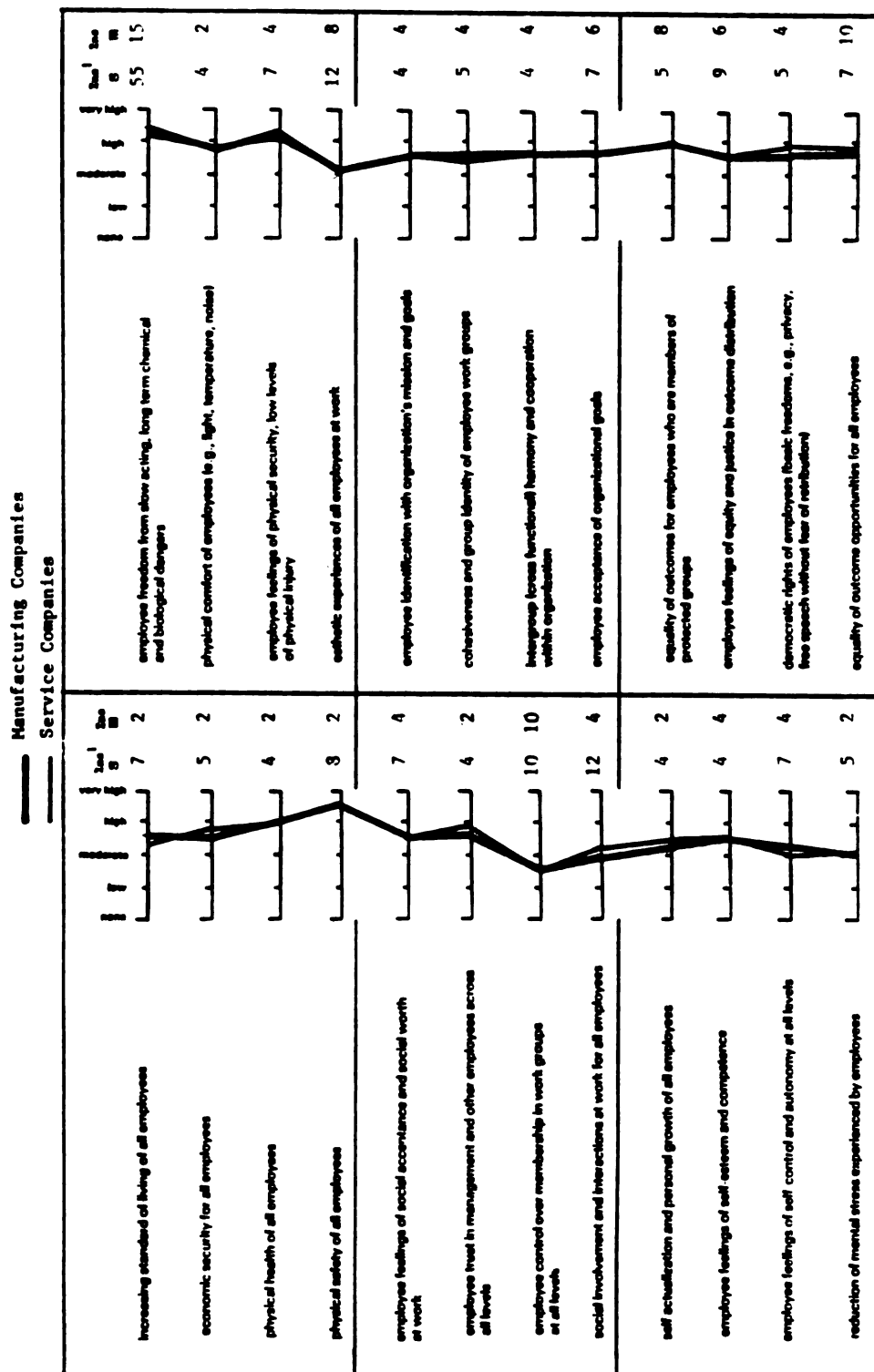
¹Zero includes missing responses and "not applicable".

Figure 4. Average Commitment Responses of Manufacturers and Service Industries to Quality of Work Activities.



¹Zero - includes missing responses and "not applicable".

Figure 5. Average Commitment Responses of Manufacturers and Service Industries to Quality of Life Activities.



¹See- includes missing responses and "not applicable".

Figure 6. Average Commitment Responses of Manufacturers and Service Industries to Quality of Work Experiences.

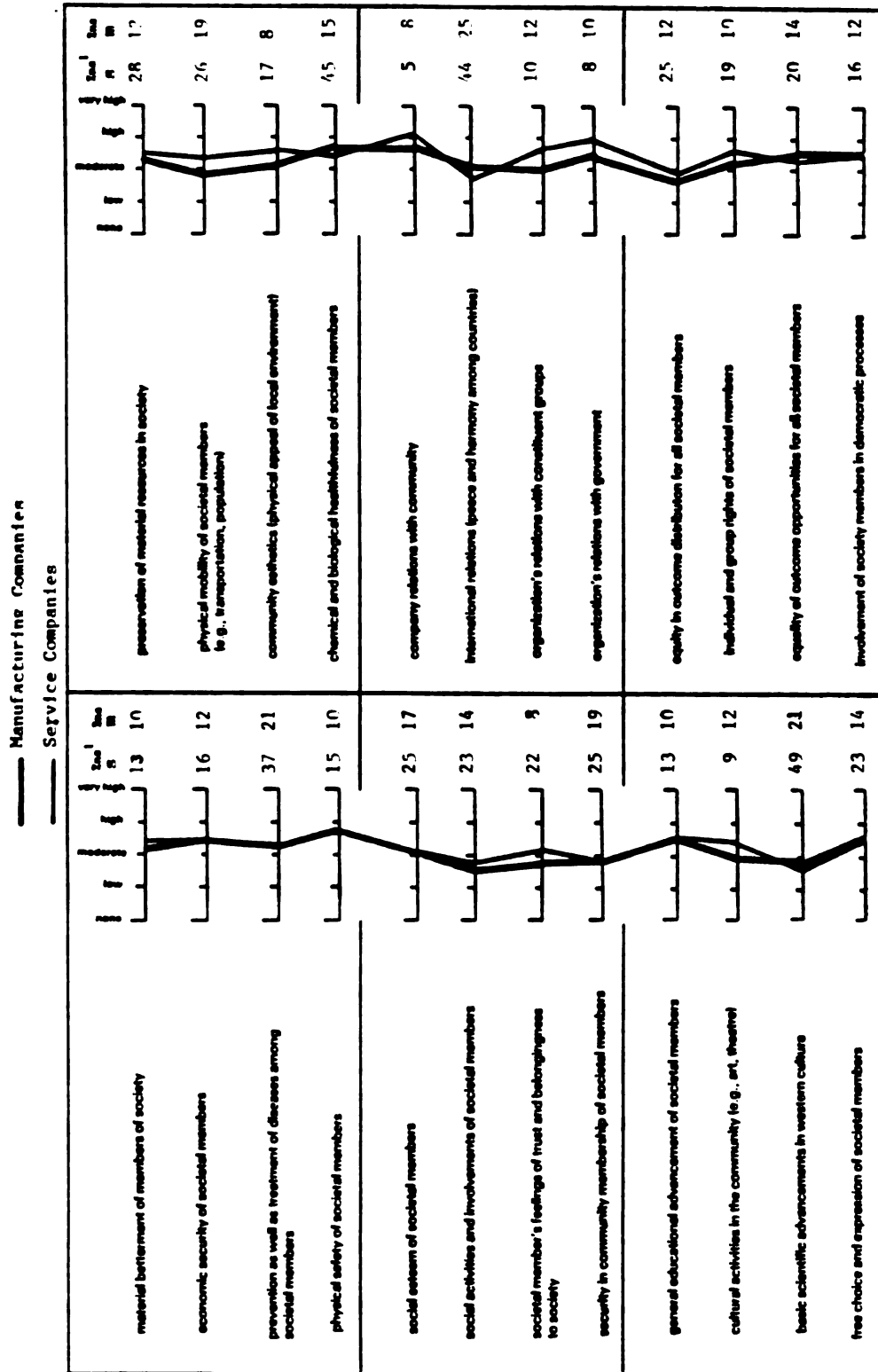


Figure 7. Average Commitment Responses of Manufacturers and Service Industries to Quality of Life Experiences.

reduction, conservation and recycling, and encouraging self sufficiency of developing countries. These types of quality of life concerns are more in line with means of carrying out normal business operations. Service industries in their quality of life activities are hence more likely to commit themselves to additional indirectly-related business activities in the community, whereas manufacturers are more likely to modify their means of doing directly-related business activities in society in general.

Commitment - Effective- ness Comparisons

Figures 8, 9, 10, and 11 contain the average self-reported organization commitment responses (represented by a thick line) and the average self-reported effectiveness ratings (represented by a thin line) for each organizational activity and constituent experience across all respondents. The figures allow an examination of the relative commitment priorities, self-reported effectiveness, and a comparison between expressed commitment and effectiveness for each organizational activity and constituent experience averaged across all respondents. The numbers next to the profile lines indicate the percent of respondents who either gave no response to the item or indicated that the item was not applicable to the organization. These responses were not calculated in

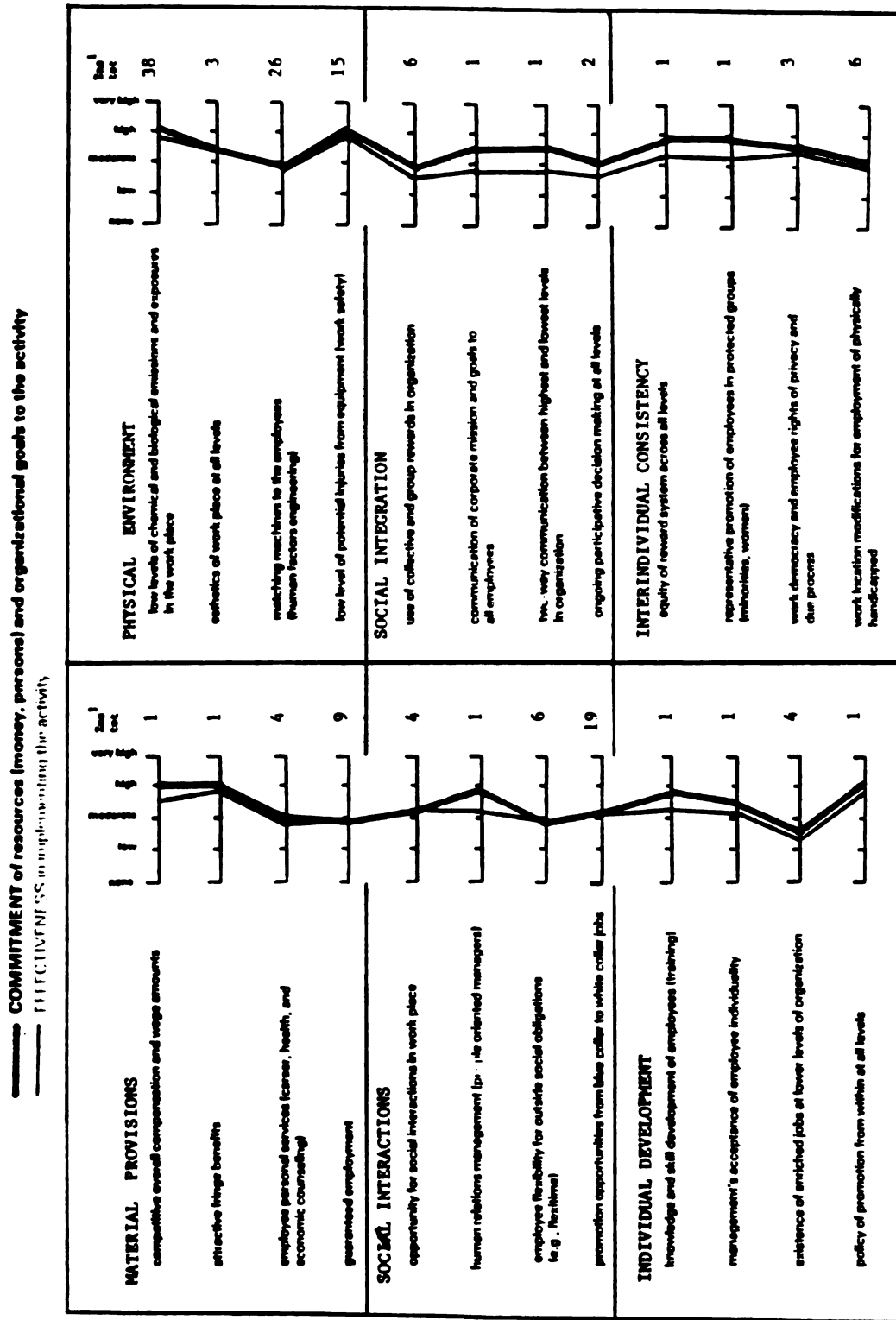
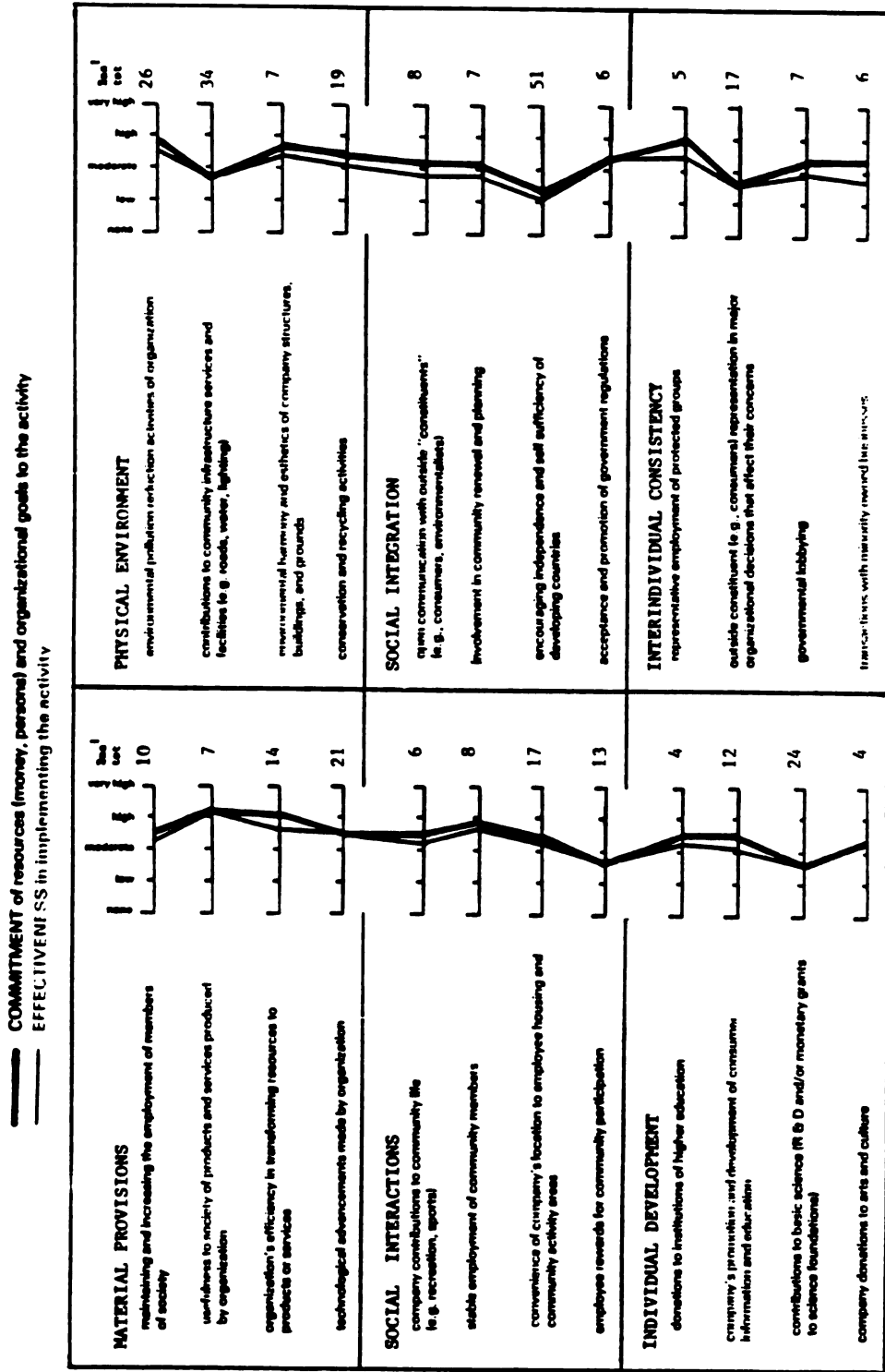
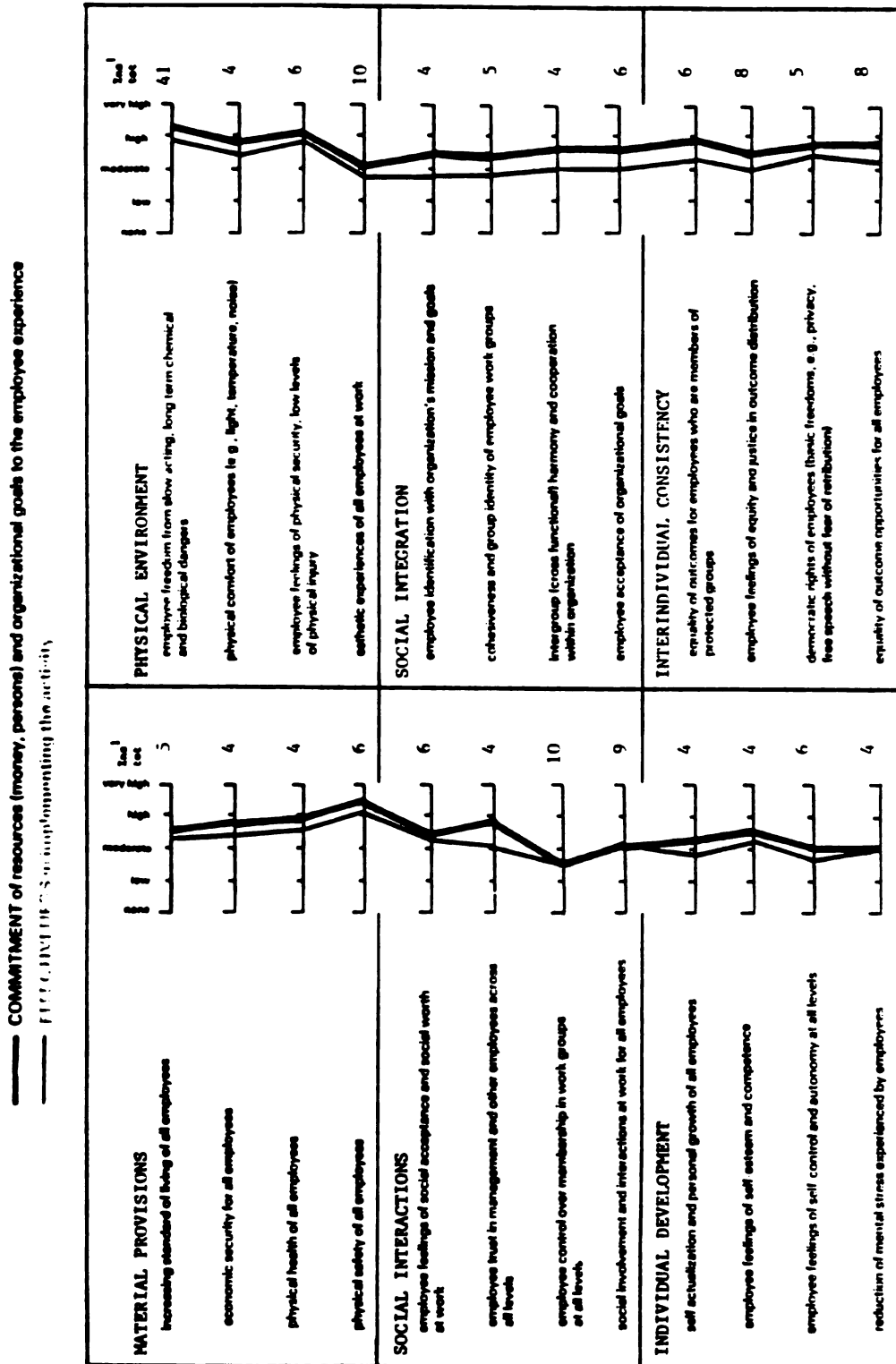


Figure 8. Average Commitment and Effectiveness Responses of All Respondents on Quality of Work Activities.



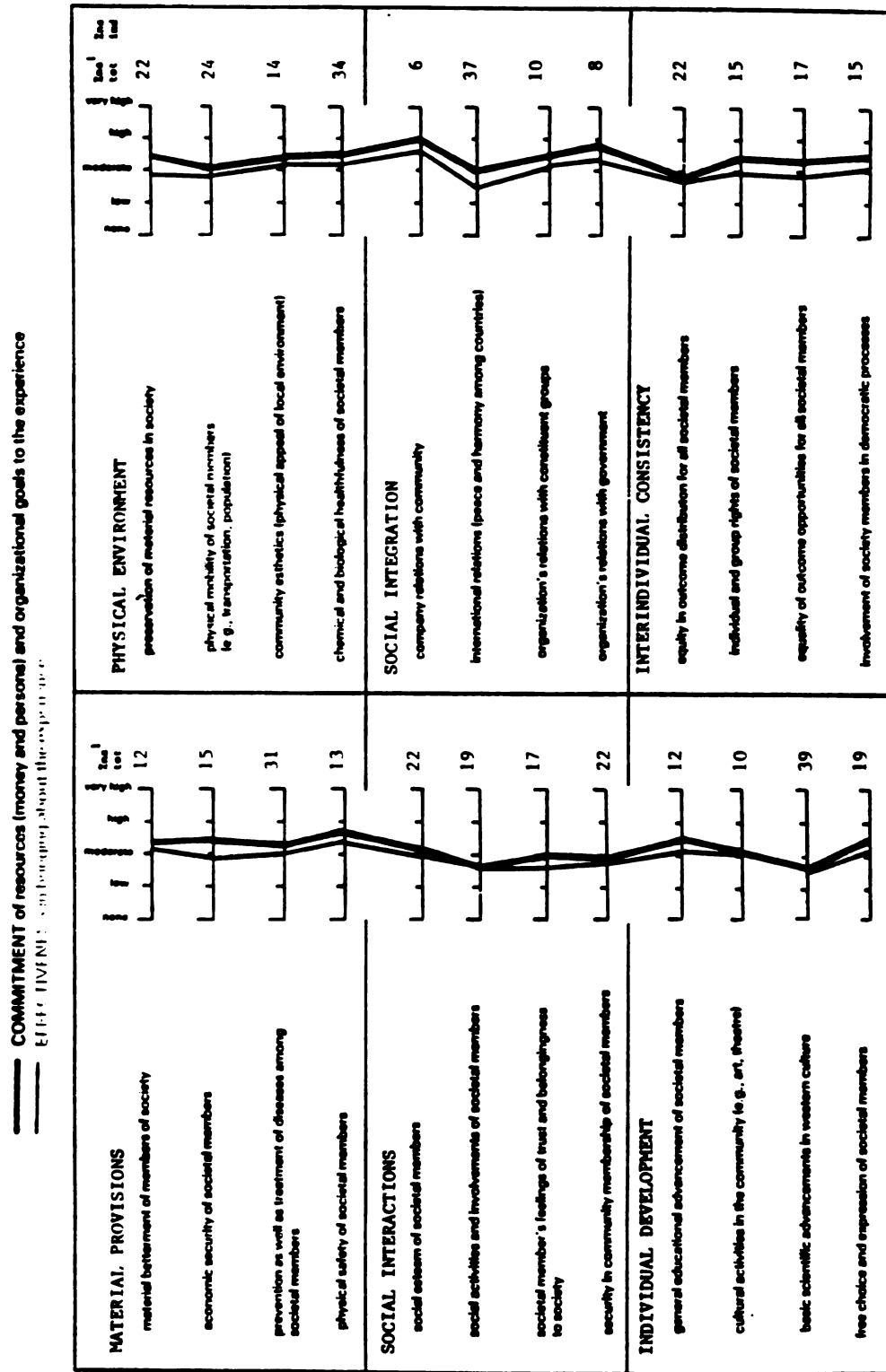
¹test - includes missing responses and "not applicable".

Figure 9. Average Commitment and Effectiveness Responses of All respondents on Quality of Life Activities.



¹See- include missing responses and "not applicable".

Figure 10. Average Commitment and Effectiveness Responses of All Respondents on Quality of Work Experience.



¹Bar includes missing responses and "not applicable".

Figure 11. Average Commitment and Effectiveness Responses of All Respondents on Quality of Life Experience.

the profile lines.

Commitments. The highest average commitments (greater than 3.9) for organizational activities which affect employees (Figure 8) include the following: pay, benefits, human relations, training, promotion, biological safety, physical safety, reward system equity, and representative promotion of employees in protected groups. Employee experiences (Figure 10) given high priority (greater than 3.9) are as follows: physical health, physical safety, trust in management, freedom from slow acting chemical and biological dangers, feelings of physical security, and equality of outcomes for members of protected groups. These activities and experiences represent the core of high commitment activities in personnel and human resources.

The highest average commitments (greater than 3.9) for organizational activities which affect society in general are as follows: product or service usefulness, resource efficiency, stable employment, pollution reduction, and representative employment of protected groups. Societal members' experiences given high priority (greater than 3.9) by the organizations include community relations in general and government relations in general. These societal-directed activities and experiences represent high priority quality of life concerns of organizations in general.

Effectiveness. In Figures 8, 9, 10, and 11, the thin profile lines represent mean responses of all organizations to the request for self-reports of effectiveness in implementing the activities or bringing about the constituent experiences. The same five point Likert-type scale was used (1=none, 2=low, 3=moderate, 4=high, 5=very high).

Quality of work life activities given high average effectiveness ratings (greater than 3.5) included fringe benefits, promotion from within, biological safety, and work safety. Quality of work life experiences which were indicated as effectively brought about (greater than 3.5) were limited to health and safety experiences--feelings of physical safety and security, and freedom from chemical and biological dangers.

On the lower end of the self-reported effectiveness scale, those quality of work life activities and experiences indicated as being implemented ineffectively (less than 2.5) were: enrichment of lower level jobs, use of collective or group rewards, employee control over membership in work groups, and employee feelings of autonomy. These activities and experiences, though, were generally given low levels of commitment. In general, it seems that the responding organizations believe they are most committed and successful in safety and health aspects of quality of work life and least

committed and successful in sharing authority and control with lower level employees.

In terms of quality of life, the least successfully implemented activities and constituent experiences (less than 2.5) are as follows: employee rewards for community participation, encouraging independence and self-sufficiency of developing countries, constituent representation in major organizational decisions that affect their concern, social activities, and international relations. These activities and constituent experiences are also given low levels of commitment by the responding organizations.

Discrepancies. Comparisons of the difference or spread between the two profile lines in Figures 8, 9, 10, and 11 allow an examination of quality of work and life areas which are given high commitment relative to the degree of self-reported effectiveness. These items represent perceived problem areas for organizations.

Quality of work life activities and experiences which have an average discrepancy between commitment and effectiveness ratings greater than .5 include the following: pay, human relations, training, communication of corporate goals to employees, two-way communication between highest and lowest levels in the organization, reward system equity, promotion of employees in

protected groups, employee trust in management, employee identification with the organization, employee acceptance of organizational goals, and equality of outcomes for employees who are members of protected groups. Besides the equal employment, compensation, and training activities, executives perceive their greatest difficulty with managing employees is in imbuing the employees with a sense of trust and confidence in management and identification with the mission of the organization. These same respondents that desire to gain the trust and organizational spirit of their employees also, as indicated earlier, are not committed to sharing authority and control with their employers.

The quality of life organization activities and constituent experiences which have a discrepancy of .5 units or more between stated commitment and effectiveness are: resource efficiency, development of consumer education, representative employment of protected groups, transactions with minority owned businesses, economic security of societal members, preservation of material resources, and international relations. These items indicate relative problem areas of organizational quality of life concerns.

The above findings concerning organizational activities and constituent experiences which have high commitments relative to reported effectiveness may not

generalize to all industry types. Certain types of industry may be more effective or less committed to these activities. Average discrepancies between stated commitment and effectiveness for all 96 items were subsequently disaggregated by industry type. Service type industries (S.I.C. codes .40 to 67, N=92) were compared to manufacturing type industries (S.I.C. codes 20 to 39, N=52) on items which had a discrepancy score of .7 or more in either type of industry. Table 20 lists the high discrepancy score items for service and manufacturing industries.

In general, service type industries had higher and more discrepancy scores greater than .70. Of the items listed in Table 20, service industries reported much greater difficulty compared to manufacturers in reaching their commitments toward employee training and cross functional cooperation. The data was further disaggregated by industry type, as listed earlier in this section, for the purpose of identifying crucial quality of work and life concerns for each specific type of industry.

High discrepancies. Table 21 is a list of quality of work and life items which had discrepancy scores greater than .75 in any one industry. Table 21 gives an indication of high priority problem areas for certain industries as demonstrated by a high discrepancy between

Table 20. High Commitment-Effectiveness Discrepancy Score Items For Service and Manufacturing Industries.

<u>Item</u>	<u>Discrepancy Score For Service Industries</u>	<u>Discrepancy Score For Manufacturers Industries</u>
Employee Training	.70	.47
Representative Promotion of Protected Groups	.73	.61
Human Relations Management	.75	.57
Employee Trust in Management	.73	.67
Cross-functional Cooperation	.70	.33
2-Way Hierarchy Communication	.63	.71

extent of self-reported commitment and effectiveness. Human relations management and communication of the corporate mission seem to be perceived problem areas for insurance and retail companies. Training is reported as a problem for these two types of companies as well as for transportation, which also indicates work safety and reward system equity to be of high concern. Two-way hierarchical communication for insurance, transportation, and banking companies have extremely high discrepancy scores. Retailing, transportation, and utilities all indicate problems with implementing representative promotion programs. Trust in management seems to be an acute problem with utility and food companies. Transportation and banking both report high discrepancies between commitment and effectiveness in getting employees to identify with their organization's mission and to accept the company's goals. Insurance and bank companies report a problem in getting their various departments to cooperate. In reference to quality of life concerns, retail companies report a problem in developing free choice and expression in society; diversified financial companies in maintaining equality of opportunity for all; and insurance companies in getting societal members to participate in the democratic process.

Cluster discrepancies. To this point, the

Table 21. High Average Commitment-Effectiveness Discrepancy Items¹ By Industry Type.

<u>Item</u>	All Org's	Manuf.	Service	Insur.	Retail.	Transp.	Utilit.	Banking	Div./ Financ.	Food	Manuf. (excl. food)
Quality of Work Life											
Human Relations	.68	.57	.75	.77*	.92*	.69	.65	.71	.64	.55	.58
Training	.62	.47	.70	.77*	.92*	.77*	.59	.71	.27	.64	.43
Work Safety	.33	.41	.27	0	.17	.85*	.47	0	0	.55	.38
Comm. Corp. Mission	.64	.67	.63	.85*	.83*	.62	.53	.57	.36	.46	.73
2-Way Communication	.69	.71	.69	.92*	1.0	.77*	.65	.79*	.18	.64	.73
Reward System Equity	.54	.51	.55	.62	.67	.77*	.53	.43	.46	.55	.50
Representative Promotion	.69	.61	.73	.70	.92*	.85*	.77*	.57	.46	.45	.65
Trust In Management	.70	.67	.73	.54	.75	.62	1.06*	.64	.73	1.27*	.50
Identification With Mission	.55	.51	.58	.54	.75	.92*	.53	.79*	.27	.64	.48
Cross-Functional Cooperation	.56	.33	.70	.77*	.75	.54	.65	.86*	.64	.36	.33
Acceptance of Org'n. Goals	.58	.53	.62	.46	.75	.77*	.47	.79*	.36	.46	.55
* Discrepancy score greater than .70.											
<u>Quality of Life</u>											
Free Choice and Expression	.36	.47	.30	.62	.83*	.15	.12	0	.18	.64	.43
Equality of Opportunity	.40	.41	.40	.54	.50	.15	.24	0	.82*	.27	.45
Democratic Involvement	.37	.41	.35	.85*	.75	.73	.18	0	.09	.73	.33

¹ Items in this table have a commitment-effectiveness score of .70 in at least one industry type.

discrepancy scores between average self-reported commitment and effectiveness in areas of quality of work and life have been presented for individual items only.

In order to gain a more general view of high priority problem areas, the sum of the average discrepancy scores for the four items within each of the 24 quality of life and work categories listed in Table 5 were calculated. The sum of the four discrepancy scores in each category in the a priori model are presented in Table 22 for the various types of industry. In Table 22, for each industry type, the twelve categorical activity discrepancy scores are very parallel to their respective constituent experience discrepancy scores. For example, in the first row of discrepancy scores, which represents all organizations, both the activity and experience discrepancy scores for Individual Development, Social Integration, and Interindividual Consistency quality of work life categories are very similar and indicate an agreement that these are high priority problem areas. Also, the comparatively low scores for both the activity and experience discrepancy scores for Social Interaction, Individual Development, and Physical Environment quality of life categories, indicates an agreement that these are relatively low problem areas.

The sum of discrepancy scores within categories that are greater than 2.0 are distinguished by an

Table 22. Average Category Discrepancy Scores Between Reported Commitment and Effectiveness By Industry.

	N		Quality of Work Life						Quality of Life					
			MAT PRO	SOC INT	IND DEV	PHY ENV	SOC ING	INT CON	MAT PRO	SOC INT	IND DEV	PHY ENV	SOC ING	INT CON
All Organiz.	144	A ¹	.8	1.0	1.7	1.0	2.0*	1.6	.8	.4	.4	.5	.6	1.1
		E ²	1.1	1.0	1.5	.9	2.0*	1.6	1.2	.6	1.0	.9	1.3	1.2
General Manufact.	52	A	.8	1.0	1.6	1.1	2.4*	1.5	.6	.4	.4	.5	.5	.9
		E	1.2	1.0	1.5	1.1	1.8	1.5	.8	.6	1.1	.8	.7	1.1
Service	92	A	.8	1.0	1.7	.9	1.9	1.7	.9	.3	.4	.5	.7	1.2
		E	1.0	.9	1.5	.9	2.2*	1.8	1.4	.7	1.0	1.0	1.6	1.3
Insurance	13	A	1.0	1.0	2.0*	.3	2.2*	1.5	.8	.8	.2	.5	.4	1.4
		E	1.2	.7	1.8	.4	2.2*	1.8	2.0*	1.0	1.0	1.3	1.5	2.4*
Retailing	12	A	.6	1.3	1.8	.5	3.2*	2.1*	.7	.5	.6	.3	.8	1.1
		E	1.8	1.3	1.9	.9	2.8*	2.3*	1.5	.8	2.2*	1.1	1.8	2.3*
Transport.	13	A	1.2	.8	2.1*	1.5	1.9	2.2*	1.2	.5	.4	1.0	.8	1.4
		E	1.0	1.6	1.8	1.4	2.2*	1.5	1.2	.2	.5	1.2	1.2	.8
Utilities	29	A	.7	1.0	1.7	1.1	1.5	1.8	.6	.4	.7	.9	1.0	1.5
		E	.9	.8	1.4	1.6	1.9	1.6	.9	.7	.7	1.0	1.9	.7
Commercial Banking	14	A	.4	1.0	1.4	0	1.4	.9	1.0	0	.3	0	.5	.9
		E	0	.4	1.3	0	2.8*	1.4	.9	0	.4	.4	1.6	0
Diversified Financial	11	A	1.3	.8	1.6	1.1	1.5	1.5	.3	0	.7	.4	.9	1.4
		E	.5	1.2	1.2	.5	1.6	1.6	1.6	1.0	.8	1.2	.7	1.5
Food Products	11	A	.6	.6	1.7	1.1	2.6*	1.3	.5	.4	.5	.2	.3	.9
		E	1.5	2.0*	1.6	.9	1.6	2.1*	.7	.5	1.5	1.0	.9	.3
Manufact. (excludes food)	41	A	.8	1.1	1.6	1.1	2.3*	1.6	.7	.5	.4	.7	.5	1.0
		E	1.1	.8	1.4	1.1	1.8	1.3	.9	.7	1.0	.7	.7	1.0

1 - Organizational Activity Type Items

2 - Constituent Outcome and Experience Type Items

* - Discrepancy Score Greater Than or Equal to 2.0

asterisk. These areas indicate very high problem areas in that the average discrepancy scores for the categories' respective four items is at least .5 units. The most frequent category with discrepancy scores greater than 2.0 units is the Social Integration quality of work life category. This result supports the earlier finding on individual item discrepancy scores, that employee acceptance and identification with the organizations' goals and mission is the highest priority problem area for private organizations in general.

The second most frequent problem area is the Inter-individual Consistency quality of work life category. Retail, transportation and food product industries all show difficulty in implementing and bringing about equity and equality of opportunity for their employees. This finding is also supported by the high discrepancy scores in the related category of Interindividual Consistency in society for both insurance and retail companies.

Table 22 also allows a comparison of priority problem areas within each industry. For example, banks indicate little or no problem in Material Provisions, Social Interactions and Physical Environment concerns for their employees, but indicate difficulties in employee development and organizational integration. In addition, banks place relatively greater concern on Material Provisions and Social Integration in their

quality of life concerns than in Social Interaction
and the Physical Environment in society in general.

SUMMARY

The primary objectives of this study were (1) to propose a model of human outcomes and experiences which fulfill human needs and goals, (2) to expand the model and develop an inventory of organizational social responses which affect the quality of work life and the quality of life, and (3) to empirically validate the model using expert opinions and executive perceptions of their organizations' commitments. This summary reviews the major findings, describes the overall conclusions, and offers four areas of future research.

The Model

The proposed basic model of human outcomes and experiences is based on two properties of the outcomes--the source or sphere and the unit of reception. The source of outcomes are either physical, social, or psychological. Reception units of the outcomes are either individuals or collectives. The two properties are used as two dimensions of the model which when crossed form six categories of human outcomes. Individually received type outcomes are Material Provisions, Social Interactions, and Psychological

Development. Collectively received outcome categories include Physical Environment, Social Integration, and Interindividual Consistency.

Organizational social responses were further modeled by the inclusion of two additional dimensions. The causal sequence leading from organizational activities and conditions to human outcomes and experiences formed the third dimension. And the fourth and final dimension was the impacted group which was limited to employees and society in general. The complete model thus contained twenty-four categories--six quality of work activities, six quality of work experiences, six quality of life activities, and six quality of life experiences.

Literature Analysis

Lists of facets of quality of life and work and corporate social responsibility from over fifty studies in the past two decades were content analyzed using the model. The content analysis of the literature was used to test the face validity of the model and to help identify the contents of the various categories of the model.

Different categorical areas seemed to be explained by the various studies. The following are some of the better lists of facets for each of the six quality of

life categories. The Dalkey (1968) study was analyzed as having health, affluence, and security as Material Provisions elements. Social Interaction facets were very infrequently mentioned but included family, friendship, and status. For the Psychological Development category, Terleckyj's (1973) list containing education, art, science and leisure was very representative. The Environmental Protection Agency Fellows (1972) had the most comprehensive Physical Environment list which was divided in terms of the physical environment (housing, transportation, esthetics, etc.) and the natural environment (clean air and water, noise, etc.). The EPA Fellows (1972) also had one of the better list of Social Integration facets which included community, social stability, and culture. The last quality of life category was extensively covered in the literature and best represented by the Economic Council of Canada which listed basic freedom, equality, electoral process, and group rights.

In reference to quality of work life there were greater degrees of variance in emphasis across the six categories. Material Provision elements were the second most emphasized category next to Psychological Development. A representative list included salary, security, and employee benefits (Peay and Wernander, 1978). Dunnette et al.'s (1966) list of quality of

work facets contained the following Social Interaction facets: recognition, co-workers, and human relations supervision. By far, the most represented category was that of Psychological Development. Hackman and Oldham's (1976) five core job characteristics--skill variety, task identity, task significance, autonomy, and feedback--was the most comprehensive and theoretically impressive.

The three collectively received quality of work outcome categories were least emphasized. One possible reason for the emphasis on individually received outcomes in the quality of work literature is the strong influence of psychologists. For example, Porter (1972) explicitly stated that his list was based on Maslow's theory of a hierarchy of needs. Analysis of the collectively received human outcomes illustrates a major deficiency in current quality of work constructs.

The only elements in the literature which were placed in the Physical Environment category were work safety and working conditions (Sheer, 1975). Social Integration elements appeared in greater number in later years. Sheer's (1975) list was very exceptional: commitment, absence of apathy, involvement and influence, confidence in management, and union/management relations. Interindividual Consistency elements also did not appear on the lists until the mid 1970's.

Two elements given by Davis (1977) subsumed all others--equitable treatment and democracy at work.

The content analysis of corporate social responsibility facets demonstrated the utility of the distinction between quality of life and quality of work life as the two areas of organizational social responsiveness. Although there was less emphasis on quality of work life, all the facets could be placed in one of the twelve categories. The analysis also suggested that the social interaction and social integration categories are distinct from the other categories. The most comprehensive lists are by McAdam (1973) and Carson and Steiner (1974).

The content analysis also revealed two other major deficiencies in the literature. First, there was no standardized categorical scheme of quality of life or work elements. Most methods for construction of the lists were based on either the authors' perceptions, integration of a number of different perceptions, or empirical analysis of items which originated from the researchers' perceptions. The major contribution of the proposed model is the proposition that there exists certain properties of human outcomes and experiences and that these properties form categories which are generic to both quality of life and work.

Another deficiency in the literature is a clear

lack of differentiation between organizational activities or conditions and human outcomes and experiences. This problem is symptomatic of the conspicuous absence of clearly defined properties and dimensions. For example, some lists of quality of work facets contain objective elements such as amount of authority and opportunity for interactions and purely experiential elements such as self-esteem and personal growth (Porter, 1962). An exception to this is the explicit differentiation by Hackman and Oldham (1976) between objective task characteristics and resulting psychological states. The proposed four dimensional model was an attempt to apply this causal sequence between objective conditions and human experiences to all areas of quality of life and work.

Expert Placement Task

The content analysis of the literature was then used to develop a proposed set of 96 elements for the twenty-four categories of the model. Two studies were implemented to test the model. Study 1 used the responses of ten experts in organizational psychology and behavior to place the 96 items in the twenty four categories. Overall, 77 percent of the most frequent placement of the items agreed with the hypothesized placement of the items. The agreement rate with that

hypothesized was greater in the human outcome items (81 percent) than the organizational activity items (71 percent)--which tends to support the proposition of two properties underlying human outcomes and their usefulness as a basis for model building. The highest agreement rate between the experts and the a priori placement was in the Material Provision, Physical Environment, and Psychological Development categories.

Inventory Analysis

Study 2 attempted to further validate the proposed model through an analysis of the responses of 144 corporate executives to the 96 quality of work and life items and additional items. The primary analysis consisted of cluster and factor analyses of the 96 items and their correlations with related variables.

A priori analysis. There were four major findings in the a priori multiple groups analysis. First, the structure of the executive perceptions of their organizations' commitments fit the model better for the human outcome items than the organizational activity item. Only twelve of the forty eight organizational activity items correlated highest with their respective hypothesized clusters, whereas twenty five of the forty eight human outcome items correlated highest with their

respective clusters. The second finding was that a general human relations factor in quality of work seemed to be present. A total of thirteen of the twenty four quality of work activities correlated highest with the Social Interactions cluster which contained the items human relations management and opportunity for social interactions. The third finding of the multiple groups analysis was that there existed general support for the inclusion of a social level of human experiences in the basic Montgomery (1975) model. In the quality of work outcome items, three of the four hypothesized Social Interaction items correlated highest with the Social Interaction cluster, and in the quality of life outcome items, all four of the Social Interaction items correlated highest with that cluster. Also, three of the four Social Integration quality of life outcome items correlated highest with the Social Integration cluster.

The fourth and last major finding of the a priori multiple groups analysis was that executive perceptions of their organization's commitments are not structured in the same manner as that of the model. The alpha coefficients were generally low to moderate and the item/cluster correlations did not support the hypothesized item placement.

Blind structural analysis. The purpose of the

factor analysis and subsequent cluster analysis was to investigate the structure of the executives' perceptions of quality of life and work commitments. In the factor analysis of all 96 items, five dominant factors emerged. Four of the factors corresponded to the distinction between quality of work activities, quality of work experiences, quality of life activities, and quality of life experiences. The fifth factor was related to manufacturing processes.

The structuring of the entire data set in terms of the four major sets of categories of organizational social responsiveness supported the procedure of further factor analyzing each of the four sets of twenty four items. The twenty four quality of work life items factored into three factors--Human Resources, Individual Differences Accomodation, and Physical Work Conditions. The quality of work life outcomes factored into Employee Integration with the Organization and Physical and Economic Security. The twenty four quality of life activity items gave three factors--Constituent Integration Into the Organization, Organizational Philanthropy, and Material Resource Utilization. And lastly, the quality of life outcomes resulted in two factors--Social Democratic Freedoms and Organizational Constituent Relations.

The highest loadings of the items with the factors

were used to develop ten clusters which were then cluster analyzed. The alpha coefficients of the clusters ranged from .75 to .95, which were considered fairly high. Only nine of the 96 items correlated higher with a cluster other than their own respective clusters and none of these were greater than .07 in difference. After further inspection of the item/cluster correlations and item content, two clusters were further subdivided. The Human Resources cluster was divided into Human Resource Utilization and Reward System subclusters. The Constituent Integration Into the Organization cluster was divided into Constituent Communication and Representation and Organizational/Community Integration.

The patterns of correlation among the twelve final clusters was investigated. A higher-order factor analysis of the twelve clusters revealed four factors with eigenvalues greater than 1.0. The four factors were labelled Resource Exchanges with Constituents, Maintenance of Social Structure, Resource Exchanges with Employees, and Maintenance of Physical Resources.

There were four major findings of the factor analyses of the 96 items and the subsequent cluster analysis. The first is that the twelve empirically derived clusters conceptually paralleled the original six quality of work categories and the six quality of

life categories. The actual item contents, though, were very much different. The second finding was additional support for the inclusion of the Social Interaction and Social Integration categories of the original model. The Constituent Integration and Employee Integration clusters emerged in the factor analyses and were supported in the cluster analyses. The third finding was that the quality of life commitment patterns of organizations are not separate from their quality of work life commitments and vice-versa. Two of the higher-order factors were composed of quality of life and work clusters--Maintenance of Social Structures and Maintenance of Physical Resources.

The fourth major finding of the factor and cluster analyses dealt with the composition of the higher-order Maintenance of Social Structures factor. The two quality of life clusters which correlated highest with the factor were Relations with Constituents and Social Democratic Freedoms. The two quality of work clusters which correlated highest with the factor were Employee Integration into the Organization and Physical and Economic Security. Perhaps, the development of positive relations with constituents is perceived to be associated with commitments to social and democratic freedoms and commitments to organizationally integrated employees is associated with

developing the physical and economic security of the employees. That is, positive constituent relations are possibly promoted through granting freedoms, and positive employee relations are promoted through granting securities.

Construct validity. The third and last subsection of the primary analysis attempted to explore the organizational correlates of the twelve empirically-derived quality of work and life clusters. Single item measures of the original twelve categories of the content model and number of specialists in areas related to the twelve original categories were correlated with the twelve empirically-derived clusters. Since the clusters seemed to parallel the original categories of the model, the correlations tested the validity of the clusters as measures of the twelve quality of life and work constructs.

Examination of the correlation matrices revealed only partial support for the construct validity of the clusters. In the single item/cluster matrix, only one of the twelve diagonal elements (8 percent) was not significant (Philanthropy with psychological development in society) whereas twenty six of the 132 off diagonal elements (20 percent) were not significant. In the specialists/cluster matrix, four of the twelve diagonal elements (33 percent) were significant whereas only

twenty three of the 132 off diagonal elements (17 percent) were statistically significant at $p < .01$. Also, the number of specialists in employee social activities significantly correlated with five of the six quality of work clusters and three of the six quality of life clusters, which accounts for seven of the twenty three significant off-diagonal correlations.

Cluster correlates with other organizational variables revealed a great deal about the organizations' varying patterns of commitments. The percent of total sales to wholesalers was positively related to commitments to Internal Work Conditions and Material Resource utilization and negatively related to Constituent Relations. Also percent sales to government or five largest customers was positively related to Internal Work Conditions and Material Resource Utilization. Lastly, percent of total sales to the public was negatively related to Internal Work Conditions and Material Resource Utilization and positively to Human Resources, Employee Integration, Community/Organization Integration, and Constituent Communication and Representation.

Self-reported degree of influence of various constituent groups also helped explain the various commitments. Of all groups, the influence of unions

correlated with the least number of clusters--only Internal Work Conditions. The influence of urban groups was most pervasive--five of the six quality of work and four of the six quality of life correlations were significant. Influence of technology was also pervasive (six significant correlations), as was the influence of consumers (six significant, but negative with Work Conditions and Material Resources). The influence of environmentalists, the media, and stockholders significantly correlated with five clusters. Stockholder influence, though, was limited to quality of life commitments. The suppliers and regulators correlated only with two and three clusters respectively. Hence urban groups, technology, consumers, the media, and stockholders had the most pervasive effects and unions, regulators, and suppliers the least effects.

The cluster correlations with other organizational variables included the following. The ten item Management Social Values scale, and the Information Dissemination and Social Audit scales were significantly positively correlated with all twelve clusters, except Work Conditions and Material Resources with the Social Audit scale. The six item Human Resource Problems scale was significantly correlated only with and negatively to Human Resource Utilization. The Constituent

Problems scale, though, was positively related to Employee Integration and Employee Security and all quality of life clusters except Material Resources and Organizational Philanthropy. This last result suggests that organizations with constituent problems such as lawsuits and boycotts may not necessarily attempt to buy off their constituent problems through philanthropy.

Included in the cluster correlations with objective measures of organizational characteristics are the following. Assets, a measure of size, was positively correlated with Individual Differences Accomodation and Constituent Communication and Representation, which suggests these are either expensive activities or best suited for large companies. The number of employees and divisions, though, were not correlated with any of the clusters, which suggests that the wealth explanation above is probably operating. Return on equity in the 1970's, a measure of productivity, was correlated near zero with all twelve clusters. Return on equity for 1979, though, was negatively correlated with Individual Differences Accomodation and Constituent Communication and Representation.

Secondary Analysis

There were two major findings in the commitment

comparisons between manufacturing and service organizations. First, service industries had greater quality of work commitments except for Internal Work Conditions. Second, the quality of life commitment patterns were very divergent. Service industries were more committed to activities which were not directly related to their business concerns whereas manufacturing organization commitments were generally limited to activities directly related to their operations (e.g., pollution reduction, minority employment).

The comparisons between self-reported commitments and effectiveness across all respondents revealed two major findings. First, in quality of work life, executives perceive that their greatest problems are in Social Integration outcomes (e.g., employee commitment and identity) but their lowest commitments are to the hypothesized Social Integration activities (e.g., participation, two-way communication). This finding supports the earlier suggested finding in the higher-order factor analysis that organizations generally attempt to develop employee commitment by fostering economic security and not by sharing power and control. The second major finding was that there are high perceived problems with both implementing Interindividual Consistency activities and bringing about their hypothesized outcomes. Social integration and justice ✓

are the largest quality of work problems confronting management.

Overall Conclusions

There are four overall conclusions in the total study. First, the content model was very practical for content analyzing the literature and developing the inventory but did not fully account for the structure of executive perceptions of their organizations' commitments to quality of life and work. The four dimensions, based on the properties of human outcomes and experiences, was found to subsume all previous models of quality of life, quality of work, and corporate social responsibility. The fourth dimension, the Impacted Group, generalized the basic model to, and allowed parallel analysis of, quality of work and quality of life. The third dimension differentiated between activities or conditions and outcomes or experiences which added to the analysis of the literature and the organizational commitments. The basic six category model as defined by the first two dimensions, source and receiver, was generally supported by the expert item placements and the conceptual parallelism with the structure of the executives' perceptions. In both studies, the outcome type items fit the model better than the activity type items as expected by the nature of the

proposed properties of the model.

The second major finding was that the inclusion of the social level in the source dimension, which added the Social Interaction and Social Integration categories, improved upon the basic four category Montgomery (1975) model. The social categories emerged and were supported in both the cluster and factor analysis. Also, their inclusion greatly improved the content analysis of the literature and the profile analysis of organizational commitments.

The third major finding was that quality of life commitment patterns are very much related to the quality of work commitment patterns. The higher-order factor analysis, for example, indicated that the factors Maintenance of Social Structures and Maintenance of Physical Resources overlap quality of life and work. Degree of commitments to constituent relations is associated with degree of commitments to employee relations. Likewise, commitments to material resources relate to work conditions commitments.

The last overall conclusion is that the manner in which organizations commit themselves to the maintenance of social structures is very different with constituents than with employees. For quality of work life, commitments to employee/organization integration are most associated with commitments to

improving the physical and economic security of employees. Whereas for quality of life, commitments to constituent relations are most related to commitments to social and democratic freedoms. This finding was further supported in the profile analysis. Organizations were highly committed to social integration outcomes for their employees but were less committed to the hypothesized social integration activities such as sharing power and control. Instead, organizations seem to buy employee commitment with physical and economic security.

Future Research

Four major future directions for research are suggested. The two studies explored only the structure of the quality of life and work perceptions of experts in organizational psychology and those of executives of large private organizations. The first suggested research direction is to explore the perceptual quality of life and work structure of employees and government policy makers. Although a large number of the reviewed studies have used these types of subjects, none have done so with as complete a list of quality of work and life elements or with a concisely formed a priori model with stated properties.

A second suggested direction for research on the model is the development of objective measures

and/or standardized measures of the proposed categories, elements, and clusters. Standardization and objectifying the constructs of the model would make longitudinal analysis possible, improve comparisons between organizations, and allow comparisons to other indices developed in the literature.

Another important line of possible research is the causal dynamics between organizational activities and conditions and their resulting human outcomes and experiences.

There are three postulated types of causal relations. The first are primary causal relations which exist between respective categories of activities/conditions and the outcomes/experiences. For example, Material Provisional activities affect primarily Material Provisional type outcomes and experiences. More specifically, compensation and guaranteed employment activities affect primarily such outcomes or experiences as material betterment and material security of employees.

Then there are secondary effects of organizational activities and conditions within each sphere (i.e., physical, social, and psychological) on the human outcomes and experiences within the same sphere. For example, some Material Provisional activities, such as productivity of goods, may have certain effects on

Physical Environmental outcomes, such as resource preservation and biological healthfulness. Another example would be the effects of Interindividual Consistency activities, such as equality, on Psychological Development outcomes, such as individuality. In other words, secondary effects deal with the relationships and tradeoffs between individual type outcomes and collective type outcomes within respective levels of the source dimension.

Lastly, there are tertiary effects of the activities on the outcomes. Tertiary effects result from the accumulation of "low level" outcomes and experiences and the fulfillment of their respective goals and needs. For example, Maslow (1954) theorizes that there are some progressive dynamics in the importance and expectation levels of the different spheres of outcomes within the individual level. Specifically, as material needs and goals become fulfilled, social, and later, psychological outcomes and experiences become more important. Likewise, it can be hypothesized that these dynamics exist within the collective level as well. Furthermore, within the constituent group, collective type outcomes may gain more importance as the individual type needs and goals become fulfilled.

Once the full dynamics between organizational activities and their human outcomes are understood then optimization equations could be developed for quality

of work and quality of life. That is, given any current situation, a policy planner could request via a computer terminal what the likely human outcomes are for different courses of action. Also, the same programs could suggest courses of action for some desired set of human outcomes.

The fourth suggested major research direction in the quality of life and work model is an exploration of the individual psychological processes involved between reception of human outcomes and need and goal fulfillment. Two types of sets of variables may be involved in explaining individual reactions to human outcomes and experiences. The first set consists of internal psychological states such as higher-order need strength (e.g., Hackman and Oldham, 1976) and value systems (Strand, Levine, and Montgomery, 1981). The second set of variables which may moderate the effects of human outcomes on individual reactions are contextual variables. Social cues and social comparison processes may affect individual reactions. For example, Cantril's (1965) finding that the wealth of a country is little or not at all related to reports of satisfaction and Schneider's (1975) comparable finding for American cities suggests that comparisons to some reference group is the primary basis for satisfaction reactions (Easterlin, 1974).

Together, these future research directions would help pave the way towards a greater understanding of the structure and dynamics of quality of life and work and make the concepts more operational. Knowledge gained would improve policy makers' ability to assess value systems and apply them to directing qualities of life and work to desired ends.

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APPENDIX A

Quality of Work and Life Inventory:

A Diagnostic Survey

QUALITY OF WORK LIFE FOR EMPLOYEES IN YOUR COMPANY: YOUR CORPORATION'S ACTIVITIES

For each activity, please indicate the degree of your organization's:

- (1) COM - COMMITMENT of resources (money, persons) and organizational goals to the activity, and
(2) EFF - EFFECTIVENESS in implementing the activity

SHEET NUMBER	
(1)	(2)
(3)	(4)
(5)	(6)
(7)	(8)
(9)	(10)
Do Not Write Here	

a	competitive overall compensation and wage increments	MA	work situation necessitates for employment of physically handicapped	MA
b	use of collective and group rewards in organization	COM EFF	policy of promotion from within at all levels	COM EFF
c	aesthetics of work place at all levels	COM EFF	marketing machines to the employees (human factors engineering)	COM EFF
d	guaranteed employment	COM EFF	employee personal services (career, health, and economic counseling)	COM EFF
e	management's acceptance of employee individuality	COM EFF	existence of enriched jobs at lower levels of organization	COM EFF
f	opportunity for social interactions in work place	COM EFF	two way communication between highest and lowest levels in organization	COM EFF
g	representative promotion of employees in protected groups (minorities, women)	COM EFF	knowledge and skill development of employees (training)	COM EFF
h	human relations management (people oriented managers)	COM EFF	ongoing participative decision making at all levels	COM EFF
i	low levels of chemical and biological emissions and exposures in the work place	COM EFF	promotion opportunities from blue collar to white collar jobs	COM EFF
j	employee flexibility for outside social obligations (e.g., flextime)	COM EFF	low level of potential injuries from equipment (work safety)	COM EFF
k	attractive fringe benefits	COM EFF	work democracy and employee rights of privacy and their partners	COM EFF
l	equity of reward system across all levels	COM EFF	conservation of corporate resources and funds in all requirements	COM EFF

QUALITY OF LIFE IN THE COMMUNITY AND AMERICAN SOCIETY: YOUR ORGANIZATION'S ACTIVITIES

For each activity, please indicate the degree of your organization's:

- (1) COM — COMMITMENT of resources (money, persons) and organizational goals to the activity, and
(2) EFF — EFFECTIVENESS in implementing the activity.

	MA	COM	EFF
a. contributions to basic science (R & D and/or monetary grants to science foundations)	MA	COM	EFF
b. technological advancements made by organization	MA	COM	EFF
c. encouraging independence and self sufficiency of developing countries	MA	COM	EFF
d. contributions to community infrastructure services and facilities (e.g. roads, water, lighting)	MA	COM	EFF
e. employee rewards for community participation	MA	COM	EFF
f. governmental lobbying	MA	COM	EFF
g. acceptance and promotion of government regulations	MA	COM	EFF
h. company contributions to community life (e.g. recreation, sports)	MA	COM	EFF
i. resistance to society of products and services produced by organization	MA	COM	EFF
j. maintenance of company's facilities to employee housing and community activity areas	MA	COM	EFF
k. modernization of company and facilities of company structures, buildings, and grounds	MA	COM	EFF
l. organization's involvement in projects (e.g. major projects, major projects, major projects)	MA	COM	EFF
m. company donations to arts and culture	MA	COM	EFF
n. organization's efficiency in transferring resources to products or services	MA	COM	EFF
o. outside consultant (e.g., consumer) representation in major organizational decisions that affect their concerns	MA	COM	EFF
p. conservation and recycling activities	MA	COM	EFF
q. maintaining and increasing the employment of members of society	MA	COM	EFF
r. donations to institutions of higher education	MA	COM	EFF
s. involvement in community renewal and planning	MA	COM	EFF
t. stable employment of community members	MA	COM	EFF
u. environmental pollution reduction activities of organization	MA	COM	EFF
v. transactions with minority owned businesses	MA	COM	EFF
w. company's participation and involvement in community activities and other areas	MA	COM	EFF
x. representation of company's interests with respect to community projects, major projects, major projects	MA	COM	EFF

QUALITY OF WORK LIFE FOR EMPLOYEES IN YOUR COMPANY: YOUR EMPLOYEES' EXPERIENCES

For each employee experience, please indicate the degree of your organization's:

- (1) COM - COMMITMENT of resources (money, persons) and organizational goals to the employee experience, and
(2) EFF - EFFECTIVENESS in bringing about the experience

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 Do Not Write Here

a. physical safety of all employees	na COM EFF	na COM EFF
b. esthetic experiences of all employees at work	COM EFF	COM EFF
c. increasing standard of living of all employees	COM EFF	COM EFF
d. self actualization and personal growth of all employees	COM EFF	COM EFF
e. employee identification with organization's mission and goals	COM EFF	COM EFF
f. economic security for all employees	COM EFF	COM EFF
g. democratic rights of employees (basic freedoms, e.g., privacy, free speech without fear of retribution)	COM EFF	COM EFF
h. cohesiveness and group identity of employee work groups	COM EFF	COM EFF
i. employee trust in management and other employees across all levels	COM EFF	COM EFF
j. employee feelings of self esteem and competence	COM EFF	COM EFF
k. reduction of mental stress experienced by employees	COM EFF	COM EFF
l. physical health of all employees	COM EFF	COM EFF
m. physical condition of employees (e.g., light, temperature, noise)	na COM EFF	na COM EFF
n. employee feelings of equity and justice in outcome distribution	COM EFF	COM EFF
o. inter-group (cross functional) harmony and cooperation within organization	COM EFF	COM EFF
p. employee feelings of social acceptance and social worth at work	COM EFF	COM EFF
q. employee feelings of self control and autonomy at all levels	COM EFF	COM EFF
r. employee control over membership in work groups at all levels	COM EFF	COM EFF
s. employee feelings of physical security, low levels of physical injury	COM EFF	COM EFF
t. equality of outcomes for employees who are members of protected groups	COM EFF	COM EFF
u. employee freedom from slow acting, long term chemical and biological dangers	COM EFF	COM EFF
v. social involvement and interactions at work for all employees	COM EFF	COM EFF
w. employee acceptance of organizational goals	COM EFF	COM EFF
x. equality of outcome opportunities for all employees	COM EFF	COM EFF

(1) COM -- COMMITMENT of resources (money and persons) and organizational goals to the experience, and
(2) EFF -- EFFECTIVENESS in bringing about the experience.

	very high	high	medium	low	very low
a. social esteem of societal members	COM	EFF	COM	EFF	COM
b. company relations with community	COM	EFF	COM	EFF	COM
c. material betterment of members of society	COM	EFF	COM	EFF	COM
d. community aesthetics (physical appeal of local environment)	COM	EFF	COM	EFF	COM
e. equity in outcome distribution for all societal members	COM	EFF	COM	EFF	COM
f. basic scientific advancements in western culture	COM	EFF	COM	EFF	COM
g. organization's relations with government	COM	EFF	COM	EFF	COM
h. societal member's feelings of trust and belongingness to society	COM	EFF	COM	EFF	COM
i. physical safety of societal members	COM	EFF	COM	EFF	COM
j. physical mobility of societal members (e.g., transportation, population)	COM	EFF	COM	EFF	COM
k. general educational advancement of societal members	COM	EFF	COM	EFF	COM
l. individual and group rights of societal members	COM	EFF	COM	EFF	COM
m. social activities and involvements of societal members	COM	EFF	COM	EFF	COM
n. organization's relations with constituent groups	COM	EFF	COM	EFF	COM
o. preservation of material resources in society	COM	EFF	COM	EFF	COM
p. economic security of societal members	COM	EFF	COM	EFF	COM
q. equality of outcome opportunities for all societal members	COM	EFF	COM	EFF	COM
r. cultural activities in the community (e.g., art, theatre)	COM	EFF	COM	EFF	COM
s. security in community membership of societal members	COM	EFF	COM	EFF	COM
t. chemical and biological healthfulness of societal members	COM	EFF	COM	EFF	COM
u. prevention as well as treatment of diseases among societal members	COM	EFF	COM	EFF	COM
v. international relations (peace and harmony among countries)	COM	EFF	COM	EFF	COM
w. free choice and expression of societal members	COM	EFF	COM	EFF	COM
x. involvement of society members in democratic processes	COM	EFF	COM	EFF	COM

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Top Management's Reactions to Quality of Life. The following are activities an organization like yours may adopt in response to the pressures from outside groups (e.g., suppliers, community, customers, environmentalists). Please indicate the extent your organization has used each response within about the last five years.

	never	very little	some	moderate	quite a bit	very much
1. hire specialists and/or consultants	()	()	()	()	()	()
2. restructure the organization to accommodate the demands	()	()	()	()	()	()
3. diversify	()	()	()	()	()	()
4. use mergers	()	()	()	()	()	()
5. use long-term contractual agreements with suppliers or customers	()	()	()	()	()	()
6. professionalize and/or develop new standards	()	()	()	()	()	()
7. play outside groups against each other	()	()	()	()	()	()
8. use advertising and public relations	()	()	()	()	()	()
9. influence legislation (e.g., lobby)	()	()	()	()	()	()
10. nondisclose activities	()	()	()	()	()	()
11. seek out alternative constituents (suppliers, customers)	()	()	()	()	()	()
12. develop inventories and slack resources	()	()	()	()	()	()
13. set priorities and sequentially attend to the demands	()	()	()	()	()	()
14. change top management	()	()	()	()	()	()
15. develop or import new environmental monitoring devices	()	()	()	()	()	()
16. take legal actions to enforce your own legal rights	()	()	()	()	()	()
17. ignore demands (pay no attention to demands)	()	()	()	()	()	()
18. form coalitions with other corporations in industry	()	()	()	()	()	()
19. coopt members of pressure group	()	()	()	()	()	()

Top Management's Beliefs and Goals. The following are some beliefs and goals that executives may hold about corporate affairs and social issues. Please indicate the degree of emphasis your top management places on each.

	never	very little	some	moderate	quite a bit	very much
1. profit maximization as the key corporate goal	()	()	()	()	()	()
2. allocation of available corporate resources to societal elements rather than stockholders	()	()	()	()	()	()
3. use of legal constraints on other firms to prevent various market imperfections	()	()	()	()	()	()
4. belief that social responsibility is a gimmick or temporary fad	()	()	()	()	()	()
5. general positive attitude toward current corporate social efforts and competence of business persons in social areas	()	()	()	()	()	()
6. rewarding managers for socially responsive behaviors	()	()	()	()	()	()
7. social science research necessary to help solve social problems	()	()	()	()	()	()
8. consideration of externalities (pollution, inequalities) in corporate decisions	()	()	()	()	()	()
9. incorporation of social goals into annual planning	()	()	()	()	()	()
10. development of industry norms for social programs	()	()	()	()	()	()

Human Resource Problems. Please indicate the extent to which each of the following are human resource problems in your organization.

	never	very little	some	moderate	quite a bit	very much
1. job dissatisfaction	()	()	()	()	()	()
2. employee turnover	()	()	()	()	()	()
3. absenteeism	()	()	()	()	()	()
4. work-related accidents	()	()	()	()	()	()
5. employee theft	()	()	()	()	()	()
6. worker strikes and stoppages	()	()	()	()	()	()

Constituent Problems. Please indicate the extent to which each of the following are problems your organization encounters.

	never	very little	some	moderate	quite a bit	very much
1. consumer boycotts	()	()	()	()	()	()
2. private lawsuits	()	()	()	()	()	()
3. government lawsuits	()	()	()	()	()	()
4. consumer complaints	()	()	()	()	()	()
5. community disturbances	()	()	()	()	()	()

Quality of Work and Life. The items below on the left are aspects of employee well being and those listed below on the right are aspects of societal members' well being. For each item please give two responses: (1) the extent to which your organization is COMMITTED (COM) to each area and (2) the degree your organization is EFFECTIVE (EFF) in each area.

			None	Low	Medium	High	Very High
EMPLOYEE WELL BEING							
1. economic well being	COM						
	EFF						
2. social interactions	COM						
	EFF						
3. psychological development	COM						
	EFF						
4. healthful environment	COM						
	EFF						
5. group cohesiveness	COM						
	EFF						
6. equity and equality	COM						
	EFF						

SOCIETAL WELL BEING

			None	Low	Medium	High	Very High
1. economic well being	COM						
	EFF						
2. social interactions	COM						
	EFF						
3. psychological development	COM						
	EFF						
4. healthful environment	COM						
	EFF						
5. group cohesiveness	COM						
	EFF						
6. equity and equality	COM						
	EFF						

Monitoring Devices. To what extent does your organization use each of the following:

			None	Low	Medium	High	Very High
1. social forecasting							
2. employee surveys							
3. social responsibility officer							
4. social audits							
5. representatives on Board							

Information Dissemination. To what extent is information on your organization's social and employee policies disseminated to:

			None	Low	Medium	High	Very High
1. high level executives							
2. all management levels							
3. low level employees							
4. shareholders							
5. government							
6. general public							

Specialists. At the higher levels of your organization, what is the approximate number of specialists and experts concerned with each of the following areas:

1. employee compensation/benefits	_____
2. employee social activities	_____
3. employee training and development	_____
4. working conditions and human factors	_____
5. arbitration and employee goal setting	_____
6. equity and equality for employees	_____
7. product or service quality	_____
8. community social activities	_____
9. community arts/culture/science	_____
10. environmental/pollution conservation	_____
11. relations with government/suppliers/community	_____
12. representative employment and minority businesses	_____

Social Auditing. To what extent does your organization use each of the following techniques to measure and account for its social performance:

			None	Low	Medium	High	Very High
1. description of activities							
2. priorities assignment							
3. costs measured in dollars							
4. degree of goal achievement							
5. return of social investment							
6. comprehensive social audit							

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