

Impact of ECI on Morale and Motivation HR3

Topline Results

Fieldwork Dates: 24 – 27 September, and 8 – 12 October 1999

Base: All private sector employees aged 15+ (1,202)

Date are weighted

Number of sample points: 160, Interviews conducted face-to-face

An asterisk represents a figure smaller than 0.5% but greater than zero

Numbers may not always add up to 100%, due to rounding or multiples

Base: All private sector employees aged 15+ (1,202)

Q1-4 SHOWCARD **I am going to read out some factors which may affect people's pride in the company they work for. For each factor, could you tell me how much it might affect your own pride in the company you work for?**

| | | A great deal | A fair amount | Not very much | Not at all | No opinion |
|----|---|--------------|---------------|---------------|------------|------------|
| | | % | % | % | % | % |
| Q1 | The quality of the company's products and services | 50 | 30 | 7 | 3 | 10 |
| Q2 | How well the company communicates with employees | 44 | 30 | 11 | 4 | 10 |
| Q3 | How much the company is involved with schemes or initiatives supporting the community | 19 | 41 | 18 | 10 | 12 |
| Q4 | Opportunities for career development | 33 | 35 | 15 | 7 | 11 |

Base: All private sector employees aged 15+ (1,202)

Q5-8 SHOWCARD **Knowing their company has schemes to support the community can influence employees' feelings about the company, and their behaviour towards it. For you personally, how would knowing your company makes a substantial investment in community activities affect your:**

| | | In-crease a lot | In-crease a little | No difference | De-crease a little | De-crease a lot | No opinion |
|----|--|-----------------|--------------------|---------------|--------------------|-----------------|------------|
| | | % | % | % | % | % | % |
| Q5 | Motivation to do your job | 15 | 30 | 42 | 1 | * | 11 |
| Q6 | Likelihood of staying with the company | 15 | 24 | 49 | 1 | * | 11 |
| Q7 | Likelihood of recommending the company to others | 19 | 35 | 32 | 1 | 1 | 11 |
| Q8 | Giving the company the 'benefit of the doubt' | 11 | 33 | 40 | 1 | * | 14 |

Base: All private sector employees aged 15+ (1,202)

Q9 SHOWCARD **This card shows some of the different ways that companies contribute to or support the community. Which two or three would you most like to see your own company doing more of?**

| | | % |
|---|--|----|
| A | Cash donations to <i>national</i> charities or appeals | 16 |
| B | Cash donations to <i>local</i> charities or appeals | 28 |
| C | Long term partnerships with charities | 20 |
| D | Sponsorship of particular projects or events | 34 |
| E | Gifts of products or services | 8 |
| F | Giving a charitable contribution from each product or service sold | 6 |
| G | Matching employee donations | 18 |
| H | Supporting employee involvement in local community projects | 26 |
| I | Letting staff have time off for charity/community projects | 22 |
| J | Giving people outside the organisation training or work experience | 28 |
| | None | 9 |
| | Don't know | 8 |

Base: All private sector employees aged 15+ (1,202)

Q10 SHOWCARD **Which of these statements best describes your knowledge of, or involvement in, community projects supported by your own company?**

| | | % |
|---|--|----|
| A | I don't know of any | 57 |
| B | I know of some, but nobody close to me has been involved | 21 |
| C | Someone close to me has been involved | 8 |
| D | I have personally been involved | 14 |

Impact of ECI on Morale and Motivation

All Company Topline Results

- Fieldwork March – May 2000
- All figures in percentages
- Self completion questionnaires sent to employees at Zurich, BT, Centrica, KPMG, Littlewoods and PricewaterhouseCoopers. A total of 6174 questionnaires were sent out, 2504 to those thought to be involved in community schemes and 3670 to those who were thought not to be. The overall response rate is 37%. Response rates from those involved is 49% and from those not involved 32%
- All data has been weighted to reflect equal representation from each company – to an index of 200 (assuming 100 involved in each company and 100 not involved). This is to ensure higher response rates or increased sample sizes do not bias the overall findings. The 'All' figures are therefore useful comparisons for individual company results and an overview from the 6 companies involved
- 'Involved' and 'Not Involved' breakdowns below reflect actual involvement, based on responses, rather than questionnaire version sent
- Base: All Employees (Involved – 781, Not Involved - 1435) unless otherwise stated
- An asterisk represents a figure smaller than 0.5% but greater than 0
- Numbers may not always add up to 100% due to rounding or multiple answers

SECTION 1:

Q1 **Which of the following statements comes closest to your opinion of your company in terms of an employer?**

| | Involved % | Not involved % |
|---|---------------|-------------------|
| I would be critical of them without being asked | 3 | 6 |
| I would be critical of them if someone asked my opinion | 10 | 15 |
| I would be neutral about them if someone asked my opinion | 24 | 29 |
| I would speak highly of them if someone asked my opinion | 38 | 35 |
| I would speak highly of them without being asked | 22 | 14 |
| Don't know | 1 | 2 |
| Not stated | 2 | 1 |

Q2 Below are some factors which may affect people's pride in the company they work for. For each factor, please indicate how it might affect your own pride in your company?

| | | Involved | | Not involved | |
|----|---|--------------------------|--------------------------|--------------------------|--------------------------|
| | | A great deal/fair amount | Not very much/not at all | A great deal/fair amount | Not very much/not at all |
| | | % | % | % | % |
| a) | The quality of the company's products and services | 93 | 6 | 88 | 10 |
| b) | How well the company communicates with employees | 85 | 14 | 83 | 17 |
| c) | How much the company is involved with schemes or initiatives supporting the community | 76 | 22 | 55 | 40 |
| d) | Personal involvement with the company's schemes or initiatives supporting the community | 63 | 36 | 32 | 62 |
| e) | The day-to-day conditions and atmosphere in which I work | 87 | 12 | 84 | 15 |
| f) | The job security the company provides | 82 | 17 | 81 | 18 |
| g) | The opportunities for career development | 84 | 15 | 78 | 20 |
| h) | The ethical stance of the company | 79 | 17 | 68 | 25 |

Q3 Thinking about business in general, do you feel that on the whole, companies do their fair share to improve conditions in the communities in which they operate, do they do more than their fair share, or should they do more?

| | Involved | Not involved |
|-------------------------------|----------|--------------|
| | % | % |
| Do their fair share | 26 | 26 |
| Do more than their fair share | 5 | 4 |
| Should do more | 67 | 60 |
| Don't know | 3 | 10 |
| Not stated | * | * |

Q4 Overall, how seriously do you feel your company takes its responsibilities to the communities in which it operates?

| | Involved | Not involved |
|--------------------------|----------|--------------|
| | % | % |
| Very seriously | 25 | 14 |
| Fairly seriously | 58 | 52 |
| Not very seriously | 12 | 19 |
| Not at all seriously | 2 | 4 |
| Don't know how seriously | 3 | 11 |
| Not stated | 0 | 1 |

Q5 Knowing their company has schemes to support the community can influence employees' feelings about the company, and their behaviour towards it. For you personally, how would knowing your company makes a substantial investment in the community affect your

| | Involved | | Not Involved | |
|--|----------|----------|--------------|----------|
| | Increase | Decrease | Increase | Decrease |
| | % | % | % | % |
| a) . . . motivation to do your job | 45 | * | 34 | 1 |
| b) . . . likelihood of staying with the company | 38 | * | 29 | 1 |
| c) . . . likelihood of recommending the company to others | 65 | * | 53 | 2 |
| d) . . . likelihood of giving the company the 'benefit of the doubt' | 55 | 2 | 46 | 2 |
| e)* . . . willingness to 'go the extra mile' in my work | 44 | 1 | 33 | 2 |
| f)* . . . willingness to support the company through any change programmes | 43 | 2 | 38 | 2 |

*Excludes KPMG employees (Base Involved – 560, Not Involved - 1053)

Q6a Which of these statements best describes your knowledge of community projects supported by your company?

| | Involved % | Not Involved % |
|---|---------------|-------------------|
| I do not know of any | 0 | 24 |
| I have heard about one or more schemes but know little about them | 32 | 66 |
| I know a fair amount about one or more schemes | 67 | 9 |
| Not stated | 1 | 1 |

Q6b To what extent have you been involved in community projects supported by your company?

| | Involved % | Not Involved % |
|--|---------------|-------------------|
| I have never been involved | 0 | 100 |
| I do not know of any close colleagues who have been involved | 2 | 26 |
| I know a close colleague who has been involved | 22 | 34 |
| I have personally been involved | 100 | 0 |

Base: All heard of community schemes : (Involved - 781, Not Involved -1043)

IF YOU ARE OR HAVE BEEN PERSONALLY INVOLVED IN ANY OF THE ACTIVITIES & SCHEMES ORGANISED BY YOUR COMPANY, PLEASE ANSWER SECTION 2. OTHERWISE PLEASE MOVE TO SECTION 3.

SECTION 2:

Q10 **What, if anything, have you personally got out of your involvement?**

| | Involved % |
|---|-----------------------|
| Given me a broader understanding of social issues | 57 |
| Improved my team working ability | 42 |
| Developed skills I wouldn't otherwise have gained in my job | 42 |
| Increased my self-confidence | 40 |
| Provided me with better communication channels across the company | 36 |
| Developed skills useful for my job | 36 |
| Made me feel more satisfied with my job | 33 |
| Made me feel more committed to my company | 21 |
| Enhanced my prospects of promotion | 6 |
| <i>Personal satisfaction/sense of achievement</i> | 7 |
| <i>Opportunities to help others</i> | 6 |
| <i>Good fun/enjoyment</i> | 3 |
| <i>Contact with people I wouldn't otherwise have met</i> | 2 |
| <i>Has helped me put life into perspective</i> | 2 |
| <i>Makes a change from the normal routine</i> | 1 |
| Other | 3 |
| None of the above | 5 |
| Not stated | 10 |

Base: All involved in community schemes (781)

Q11a **In what way, if any, has your involvement in these schemes changed how you feel about your company overall as a place to work?**

| | Involved % |
|-------------------------------------|-----------------------|
| Made me feel much more positive | 19 |
| Made me feel a little more positive | 40 |
| Made no difference | 29 |
| Made me feel a little less positive | 2 |
| Made me feel a lot less positive | * |
| Don't know | * |
| Not stated | 9 |

Base: All involved in community schemes (781)

Q11b Can you please explain why you feel this way?

| | Involved % |
|--|---------------|
| Positive | |
| Good to be with a company committed to the community | 20 |
| A chance to give back to/help the community | 9 |
| Gives me a sense of achievement/I feel valued by the people I'm helping | 8 |
| Encourages teamwork/team spirit/brings me into contact with people I wouldn't have otherwise met | 7 |
| Always positive/committed anyway | 6 |
| Major contribution to job satisfaction/good morale | 6 |
| Raises their reputation/profile within the community/can offer a lot to community | 6 |
| Something large companies should do | 5 |
| Good support from management | 5 |
| Makes a change from normal routine | 5 |
| Good for self-development | 4 |
| I pursue such projects independently/was involved already | 4 |
| Shows companies care | 4 |
| Makes me feel self-confident/good about myself | 4 |
| Other factors have stronger influence on how I feel about the company | 4 |
| I am doing it for the causes, not the company or future job prospects | 3 |
| Has helped me to put life into perspective | 2 |
| I'm not that involved/have only given donations | 1 |
| Other | 1 |
| Negative | |
| Company doesn't support/appreciate my involvement | 4 |
| This company should be doing more | 4 |
| Need more direct involvement/commitment from management | 2 |
| Should look after our own staff first | 2 |
| Involvement should count towards our appraisals | 1 |
| Support given should not be conditional on payback | 1 |
| Takes up time we can't spare | 1 |
| Involvement should be optional/feel forced into it | 1 |
| Lack of feedback on results/outcome | 1 |
| Schemes should be open to all employees, not just a select few | * |
| Other | * |
| Not stated | 31 |

Base: All involved In community schemes (781)

SECTION 3: THIS SECTION IS FOR ALL RESPONDENTS

Q12 How interested would you be in getting involved in any of your company's initiatives in the future?

| | Involved % | Not Involved % |
|-----------------------|---------------|-------------------|
| Very interested | 38 | 13 |
| Fairly interested | 49 | 46 |
| Not very interested | 8 | 28 |
| Not at all interested | 2 | 8 |
| Don't know | 2 | 5 |
| Not stated | * | 1 |

Q13 Which of these things, if any, would particularly encourage you to get more involved in your company' volunteering schemes?

| | Involved % | Not Involved % |
|--|---------------|-------------------|
| A more generous contribution of work time by the company | 60 | 53 |
| More information about the schemes | 47 | 53 |
| If my present commitments at work were not so great | 49 | 42 |
| Active encouragement from my senior management | 44 | 27 |
| More information about the benefits to the community | 44 | 39 |
| Active encouragement from my line manager | 48 | 31 |
| A more generous contribution of money by the company | 28 | 30 |
| If it was guaranteed that taking part would not entail any time outside of working hours | 16 | 27 |
| More information about the benefits to me | 18 | 21 |
| If I knew of anyone who has been involved | 18 | 24 |
| Other | 5 | 5 |

Q14 To what extent do you agree or disagree with the following statements?

| | Involved | | Not Involved | |
|--|------------|---------------|--------------|---------------|
| | Agree % | Disagree % | Agree % | Disagree % |
| a) I do not have the time to become more involved due to my commitments outside of work | 44 | 33 | 59 | 16 |
| b) I am not interested in becoming more involved with my company outside of my current work commitments | 17 | 63 | 33 | 36 |
| c) I am not interested in becoming more involved with any schemes/ activities run by my company because I have had a poor experience of them in the past | 4 | 77 | 3 | 42 |
| d) If I were to become involved in any schemes I would prefer it to be through a separate organisation, rather than through my company | 6 | 63 | 11 | 43 |

Q15 Are you involved in any regular voluntary work not connected to your company?

| | Involved % | Not Involved % |
|------------|---------------|-------------------|
| Yes | 35 | 21 |
| No | 64 | 78 |
| Not stated | 1 | 1 |

Q16 Which areas do you personally feel your company should particularly support?

| | Involved % | Not Involved % |
|--|---------------|-------------------|
| Education | 72 | 61 |
| Training & employment/placements | 58 | 62 |
| Social welfare | 60 | 46 |
| Environment & conservation | 48 | 44 |
| Medicine & health | 36 | 40 |
| Individuals, groups, sponsorship & personal pursuits | 32 | 30 |
| Sports & leisure | 23 | 30 |
| The arts | 15 | 15 |
| Other | 6 | 5 |
| Not stated | 1 | 1 |

Q17 Which type of company involvement in society and the community would you most like to see: locally based projects, national or international?.

| | Involved | Not Involved |
|---------------|-----------------|---------------------|
| | % | % |
| Local | 74 | 66 |
| National | 19 | 21 |
| International | 7 | 10 |
| Don't know | 5 | 8 |
| Not stated | 1 | 1 |

Q18 Below is a list of some of the different ways that companies contribute to or support the community. Which 2 or 3 would you most like to see your company doing more of?

| | Involved | Not Involved |
|--|-----------------|---------------------|
| | % | % |
| Letting staff have time off for charity/community projects | 49 | 39 |
| Supporting employee involvement in local community projects | 51 | 35 |
| Long term partnership with charities | 43 | 39 |
| Sponsorship of particular projects or events | 42 | 36 |
| Cash donations to local charities or appeals | 31 | 34 |
| Matching employee donations | 36 | 30 |
| Giving people outside the organisation training or work experience | 26 | 28 |
| Gifts of products or services | 15 | 15 |
| Cash donations to national charities or appeals | 8 | 15 |
| Giving a charitable contribution from each product or service sold | 7 | 8 |
| Other | 1 | 1 |
| Don't know | 1 | 2 |
| Not stated | 1 | 2 |

THE MORI PROMISE

As an independent, objective research company, MORI promises that your questionnaire will never be linked to you as an individual. Your grade and length of employment, for example, will be useful for analysis purposes only. No-one at your company will be able to identify you.

We also have a rule whereby we do not look at the views of groups of less than 10 separately. MORI is a member of the Market Research Society and is bound by its Code of Conduct not to identify individual respondent's views.

Gender

| | Involved | Not |
|------------|-----------------|------------|
| | % | % |
| Male | 44 | 44 |
| Female | 56 | 55 |
| Not stated | * | 1 |

Age

| | Involved | Not |
|------------|-----------------|------------|
| | % | % |
| Under 24 | 9 | 12 |
| 25-34 | 39 | 39 |
| 35-44 | 29 | 30 |
| 45-54 | 19 | 15 |
| Over 55 | 3 | 3 |
| Not stated | 1 | 1 |

Length of Service

How long have you been working for your company?

| | Involved | Not |
|----------------------------------|-----------------|------------|
| | % | % |
| 2 years or less | 13 | 24 |
| More than 2 years, up to 5 years | 25 | 28 |
| More than 5 years | 61 | 47 |
| Not stated | 1 | 1 |

Proximity to residence

Approximately how close do you live to the site where you work?

| | Involved | Not |
|-------------------|-----------------|------------|
| | % | % |
| Less than a mile | 8 | 7 |
| 1 – 5 miles | 39 | 37 |
| More than 5 miles | 53 | 55 |
| Not stated | 1 | 1 |

Your Company Grades

What is your grade?

| | Involved | Not |
|------------------|-----------------|------------|
| | % | % |
| Junior | 44 | 43 |
| Middle | 29 | 24 |
| Senior | 20 | 18 |
| Other/Not stated | 7 | 14 |