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Job Satisfaction and Communication Satisfaction in Volunteer Organizations

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Job Satisfaction and Communication Satisfaction

in Volunteer Organizations

A Thesis

Presented to the

Department of Communication

and the

Faculty of the Graduate College

University of Nebraska

In Partial Fulfillment

of the Requirements for the Degree

Master of Arts

University of Nebraska at Omaha

by

Paula J. Hazelrigg

December, 1990

UMI Number: EP73467

UMI

Dissertation Publishing

UMI EP73467

ProQuest

THESIS ACCEPTANCE

Acceptance for the faculty of the Graduate College,
University of Nebraska, in partial fulfillment of the
requirements for the degree Master of Arts, University of
Nebraska at Omaha.

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ACKNOWLEDGMENTS

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CHAPTER I

INTRODUCTION

The connection between job satisfaction and communication satisfaction has been explored in the profit sector (Downs-Hazen 1977, Thiry 1977, Nicholson 1980, Pincus 1984). In the profit sector researchers Goldhaber (1978) Owen, Page, Zimmerman (1976) and Pincus (1986) support the vital importance of a positive communication environment to organization effectiveness.

There are a number of organizations (especially in the area of human services and the arts) which depend heavily on volunteers to deliver services, raise funds and provide office support. A Harris poll in 1985 shows that 51% of women and 49% of men volunteer their time. The percentages translate into 89 million Americans aged 14 and older that did some volunteer work in 1985. If these volunteers had been paid, the bill would have come to $110 billion (deCombrey, 1987). A recent Gallup Poll (1989) indicated that volunteerism in the United States is a $150 billion business (and growing every day).

Although volunteers are a valuable resource to many agencies there is a "deficiency of diagnosis of communication in most volunteer organizations" (Boatman, 1985). Ellis (1985) reports in the Journal of Volunteer Administration that the "way to describe the needs for research in volunteerism is to say that everything is left to do."

Dailey (1986) states that numerous researchers acknowledge that volunteers are an important human resource in the productivity of human service organizations. "Even though volunteer program management as a field is 20 years old, in the literature of management and organizational behavior they are missing persons in research terms." (p. 20)

It is a new phenomenon to consider volunteers as a subject worthy of study.

> In the past few years, however, some
> students and faculty have begun to show interest
> in questions related to the field of volunteerism.
> They are finding it difficult, if not impossible,
> to locate data with which to work and are beginning
> to recognize that information of the most elemental
> sort must first be uncovered before more
> sophisticated research designs can be explored.
> (Ellis, 1985, p. 11)

While there are some differences between the profit sector and the non-profit sector, Boatman (1985) suggests:

> Members of voluntary organizations are probably
> no different from their counterparts in non-voluntary
> organizations in needing information in order to do
> their jobs properly and feel a part of the
> organization....Sufficiency, responsiveness,
> timeliness and directionality of information are

all important so that members of organizations
can be effective. (p. 37)

The lack of research in volunteer organizations, specifically in the area of communication satisfaction make this a viable area for study. The purpose of this study is to explore communication satisfaction and its relationship to job satisfaction among volunteers.

CHAPTER II

REVIEW OF LITERATURE

A. Research on Job Satisfaction

Job satisfaction from volunteer work has not been given much attention by researchers (Gidron, 1983). Pincus (1986) describes job satisfaction as being synonymous with morale and job attitudes. He goes on to say that it is "generally considered to be an individual's perceptual/emotional reaction to important facets of work...a pleasurable or positive emotional state from the appraisal of one's job or experiences" (p. 396).

Historically in the profit sector, job satisfaction has been related to organizational commitment (Porter et al. 1974). Most researchers consider job satisfaction to be a predictor of organizational commitment (Bateman and Strasser 1984, Stevens et al. 1978). Porter, Steers, Mowday and Boudin (1979) expect that a greater amount of time would be required for an employee to determine his level of commitment to the organization than is the case with level of job satisfaction. The level of one's job satisfaction appears to be associated with specific aspects of work. Job satisfaction probably represents a more rapidly formed response than does commitment. On the other hand positive job satisfaction is likely to result in an enduring commitment. Steers (1981) believes that job satisfaction centers on the person's reaction to specific

facets of the job (co-workers, supervision) while commitment involves a broader perspective of the entire organization. Steers also states that job satisfaction can change rapidly depending on changes in the work environment, but that organizational commitment develops over a longer period of time.

Ivanovich and Donnelly (1968) stated that it is generally accepted that a satisfied worker is more compatible and can be more valuable to a firm.

Job satisfaction and organizational commitment are both constructs that are explored when assessing turnover in the work force. Bateman and Strasser (1984) show both variables to be related to the intention to stay with the organization.

Job satisfaction may be predictive of many forms of behavior within the organization such as attendance and participation (Koch & Steers, 1976). With few exceptions, Most attitudinal studies of turnover have focused on the construct of job satisfaction as a predictor of tenure. A moderate and consistent relationship has been found across various samples between greater job satisfaction and the propensity to remain with the organization (Porter et al. 1973). Hulin (1968) found that as levels of satisfaction were increased a significant decrease in turnover was observed. Hom, Katerberg and Hulin (1979) found that the level of job satisfaction may predict spontaneous acts of withdrawal such

as tardiness and absenteeism.

Dailey (1986) contends that major constructs used to study employee behavior and work attitudes also function in a similar fashion relative to very important work attitudes for volunteers.

Boatman (1985) suggests that the processes in volunteer organizations are unique when compared to those of nonvolunteer organizations.

1. less time available in voluntary organizations for communication to occur

2. voluntary organizations frequently do not have a well defined system of authority

3. rapid turnover

Baker and Murawski (1986) list high volunteer turnover as one of the factors most likely to decrease the efficiency of volunteer involvement and a "stable cadre of volunteers" as an element that increases efficiency.

Research does not include communication as a component of job satisfaction among volunteers, but Pierucci and Noel (1980) found that satisfaction with the orientation process, and agency staff support predicted commitment to the volunteer organizations.

B.   <u>Research</u> <u>on</u> <u>Communication</u> <u>Satisfaction</u>

The term communication satisfaction has been used since
Level's dissertation in 1959. At that time the term was used
to refer to the "overall degree of satisfaction an employee
perceives in his total communication environment" (Redding,
1972).

Likert (Downs et al. 1977) saw communication as an
intervening variable that resulted in four ends 1)
productivity 2) satisfaction 3) labor-management relation 4)
profit. Redding (1972) in his book <u>Communication</u> <u>within</u> <u>the</u>
<u>Organization</u> summarizes some research by Level, Tompkins,
Sanborn, Zima, Minter and Jain that focuses on communication
satisfaction. Both message receiving and message initiating
activities were reviewed in some articles while others looked
only at one area. Redding listed composite aspects of
communication satisfaction found in these studies.

1) explanation of policies in answer to employees questions

2) understanding what is expected of one in job performance

3) freedom to make suggestions to superiors

4) advance notice of change through official sources

5) adequacy of information on company matters regarded by the
   receiver as relevant to him

6) extent to which important information is obtained from

sources or media preferred by the receiver

7) freedom to make complaints

8) accessibility or approachability of superiors

9) degree to which supervisor makes an effort to understand feelings and problems of subordinates

10) degree to which supervisors express appreciation of good performance

11) degree to which higher officers or management are open and willing to initiate communication

At the time Redding compiled Communication within the Organization he speculated whether or not communication satisfaction was a unitary concept as studies to that point (1972) had indicated and whether or not it was a measurable and meaningful tool in advancing the understanding of organizational communication.

Although many aspects of organizational communication have not received the attention of researchers, the review by Porter and Roberts (1976) concluded that the major omission in this area concerned studies of how communication relates to overall performance at the individual and organizational level of analysis.

Downs-Hazen (1977) concluded that communication satisfaction was not unidimensional, but multidimensional. Their dimensions of communication satisfaction include:

1) general organizational perspective

2) organizational integration

3) personal feedback

4) relation with supervisor

5) horizontal-informational communication

6) relationship with subordinates

7) media quality

8) communication climate

The results of the Downs-Hazen study indicated that the most important communication dimensions interacting with job satisfaction are personal feedback, relationship with supervisors and communication climate.

Downs-Hazen defines the multidimensional concept of communication satisfaction as a "summing up" of an individual's satisfaction with information flow and relationship variables. Several dimensions of communication within organizations have been explored by researchers.

Snyder and Morris (1984) found that two communication variables 1) quality of supervisory communication and 2) information exchange within peer groups were found to be significantly related to revenue and workload measures of organizational performance. Goldhaber, Yates, Porter and Lesniak (1978) state that "of all communication relationships, that with the immediate supervisor is perhaps most important." Relationships with co-workers are important to a pleasant work

atmosphere and a feeling of identity within the work group,
but are not as powerful in determining success or failure in
the job. O'Reilly (1977) stated that the relationship of
supportiveness or leader consideration and subordinate
satisfaction has long been established.

Porter and Roberts (1976) identified the employee's
immediate superior as potentially the most important source
of information. Jablin (1979) in a review of literature in
the area of supervisor-subordinate communication found that
"these studies provide strong evidence for the proposition that
employees are more satisfied with their jobs when openness of
communication exists between superior and subordinate than
when the relationship is closed.

Some of the conclusions that Goldhaber (1978) draws in
his summary of sixteen ICA communication audits are: 1)
in general, most employees want to receive, more than send
information 2) the greatest needs appear to be for more job-
related information from immediate supervisors and more
organization-related information from top management 3)
information achieved through impersonal channels appears
adequate, but there is a need for more information through
face-to-face channels, particularly involving top management.

McLaughlin and Cheatam's (1977) research on bank tellers
led them to conclude that "isolation of employees from
routine communication contacts with other personnel may be

detrimental to employee morale." Not being included in communication networks is potentially associated with the development of negative attitudes.

Pincus (1986) and Goldhaber (1978) conclude that the superior-subordinate communication relationship is the most critical factor in subordinate job satisfaction. Pincus also states that employees' perceptions of organizational communication are directly related to both their job satisfaction and job performance. However, the communication satisfaction-job satisfaction relationship is stronger than the communication satisfaction-job performance relationship. Findings from this study re-emphasize the vital role played by organizational communication in organizational members' job satisfaction. Turner (1972) found that the duration of participation in a "hotline" volunteer program was influenced by supportive feedback, in-service training and supervision.

Although superior-subordinate communication is important, a study by Lawler, Porter and Tennenbaum (1968) indicates that it is more important to the subordinate than the superior. Downs (Downs et al. 1977) in an unpublished study of a public utility reported satisfaction with communication in the organization was dependent on employees position in the organization. In studying organizations Monge, Edwards, Kirste (1978) found that rank and file workers may receive less information than leadership.

Organizational theorists make the case that "good communication" makes a difference (Roberts & O'Reilly 1974). If this is so, then what constitutes "good communication" should be important in the not for profit sector as well as the profit sector.

In speaking of business, Seymore Hamilton (1987) says that the organization whose members do not interact effectively among themselves is neither efficient nor well motivated. Although the nature of a non-profit is different than a business, a non-profit still seeks to provide goods and services to the community and as such it would seem that effective interaction would also have benefits in increased efficiency and motivation. Hamilton also states that "an effective business needs systematic communication audits, just as it requires financial audits, management evaluations and other regular self assessments. Entreprenurial business within major corporations, non-profit organizations...are similarly afflicted." (p. 5)

Downs-Hazen conclude their 1977 study with the thought "...it is possible that the various dimensions of communication satisfaction can provide a barometer of organizational functioning and the concept of communication satisfaction can be a useful tool in an audit of organizational communication." (p. 72)

Pierucci and Noel (1980) indicated that further research

is necessary in order to "maximize the use of volunteers by identifying variables which can be used...to make program changes related to volunteer commitment." (p. 245) It is probable that organizational diagnosis in general would have benefits for the non-profit as well as the profit sector.

Statement of the Problem

While research shows that there is a positive correlation between job satisfaction and communication satisfaction in the profit sector, communication satisfaction as a component of job satisfaction has not been studied in the non-profit sector.

Bateman and Strasser (1984) and Porter and Steers (1977) conclude that greater job satisfaction yields lower turnover rates in the profit sector. If job satisfaction is a predictor of attendance and turnover in the profit sector and if turnover is a major problem in volunteer agencies (Boatman, 1985) then knowing what constitutes job satisfaction within the volunteer organization may lead to reduced turnover within volunteer agencies. Fewer turnovers in non-profits would result in a savings of time and money required to train new volunteers and would increase efficiency of the organization, by being able to maintain a full complement of trained volunteers.

Statement of Research Questions

1. What is the relationship between job satisfaction and the following factors:

A. personal feedback

B. communication climate

C. relationship to supervisor

D. corporate perspective

E. organizational integration

F. horizontal communication

G. media quality

H. relationship to subordinates

2. What is the relationship between status in the organization and job satisfaction?

CHAPTER III

METHODOLOGY

A. Measurement of Communication Satisfaction/ Job Satisfaction

Because no instrument exists for measuring the relationship between communication satisfaction and job satisfaction among volunteers, an adaptation of the Downs-Hazen Communication Satisfaction Questionnaire and selected elements of Goldhaber's ICA Audit were used to assess the relationship.

Pincus (1986) states that the most frequently used measure of communication satisfaction is the Communication Satisfaction Questionnaire, an instrument that was found to be internally consistent (Crino & White, 1981) and reliable across organizations (Downs, 1977). In recent studies Pincus (1986), Jones (1981), Nicholson (1980), and Thiry (1977) found that communication satisfaction was found to be strongly associated with global measures of job satisfaction.

In this audit some words were changed to reflect the voluntary nature of the organization. Also, questions concerning payment and promotion were omitted.

Demographic questions have been added to the beginning of the questionnaire.

B. Subjects

The volunteers for this study were from the Immanuel

Medical Center, Omaha, Nebraska. Questionnaires (see
Appendix B) were sent to 363 volunteers.

These volunteers include Council members, Auxiliary Board
members, committee chairmen, and rank and file volunteers.
This group was chosen as subjects for the study because of
the large number of available volunteers, variety in age of
volunteers, variety of sex, a hierarchy of structure within
the organization and willingness of the organization to
participate.

C. Method of Administration

The Volunteer Coordinator at Immanuel Medical Center
agreed to have questionnaires sent to the volunteers at
Immanuel for this study with the stipulation that the
volunteer office would print the mailing labels and affix
them to the envelopes. For reasons of confidentiality the
researcher was not given access to names and addresses of
volunteers. The questionnaire was mailed to 363 volunteers.
A cover letter was attached indicating the purpose of study,
giving directions for completing the study and assuring
confidentiality of individual responses. Self addressed
stamped envelopes were enclosed to facilitate return of
the questionnaire to the researcher. Data from the
respondent was hand coded onto 10 column computer cards which
were statistically analyzed at the computer center.

On the Communication Satisfaction Questionnaire

respondents were asked to indicate their level of satisfaction with items on the questionnaire by using a one to seven point scale. One point was recorded for "very satisfied" responses, seven points were recorded for "very dissatisfied" responses.

In answering the global measure of job satisfaction on the CSQ "very dissatisfied" received a score of one, while a score of seven indicated a "very satisfied" response. A copy of the questionnaire is found in Appendix B.

CHAPTER IV

RESULTS

A. Analysis of Data

This study analyzed the relationship of job satisfaction to communication satisfaction among volunteers at the Immanuel Medical Center. Of the 363 questionnaires that were mailed to volunteers, 144 usable questionnaires were returned. The Immanuel volunteers were chosen for this study because of the broad range in the ages of the members and the number of men participating in volunteer work. However, when the usable questionnaires were analyzed 76.4% of the volunteers were 50 years of age or older (see Table 2) and only 9.3% of the respondents were male.

TABLE 1

PERCENTAGE OF RESPONDENTS BY AGE

Age	Percentage
15-19 years	16%
20-29 years	.7%
30-39 years	6.3%
40-49 years	.7%
50-59 years	13.2%
60-65 years	16.7%
over 65 years	46.5%

Cronbach's Alpha was used to determine the internal consistency of each factor in the questionnaire. It was determined that seven of the eight factors were measured reliably even after the questions were modified to fit the non-profit nature of the organization that was surveyed. Questions within seven factors formed a reliable scale. The eighth factor, organizational integration, produced a low alpha coefficient (see Table 2). This factor contained only three items, whereas all factors in the original questionnaire contained five items. Two items were deleted for this study because they could not be adapted for a non-profit organization.

TABLE 2

ESTIMATES OF INTERNAL CONSISTENCY USING CRONBACH'S ALPHA

Factor	Coefficient
Personal Feedback	.831
Relationship to Supervisor	.873
Communication Climate	.855
Corporate Perspective	.745
Organizational Integration	.676
Horizontal Communication	.768
Media Quality	.828
Relationship to Subordinates	.880

The question studied in this research was: "What is the correlation between job satisfaction and the eight factors of communication satisfaction?" (as developed by Downs-Hazen).

Job satisfaction was determined by a one to seven point scale ranging from very dissatisfied (1) to very satisfied (7). Of the 144 subjects, 127 or 88.2% indicated that they were very satisfied, satisfied and somewhat satisfied with their volunteer job. Fourteen subjects (9.7%) indicated that they were very dissatisfied, dissatisfied and somewhat dissatisfied. Three subjects (2.1%) reported that they were indifferent (see Table 3).

TABLE 3

JOB SATISFACTION LEVELS

Level of job satisfaction	Number responding	Percent
Very dissatisfied	10	6.9%
Dissatisfied	1	.7%
Somewhat dissatisfied	3	2.1%
Indifferent	3	2.1%
Somewhat satisfied	3	2.1%
Satisfied	56	38.9%
Very satisfied	68	47.2%

The Pearson product-moment correlation coefficient was used to determine the degree of relationship between job

satisfaction and each of the eight communication components.

Six of the eight communication components correlated significantly with the global measure of job satisfaction at the .01 level (see Table 4). Communication climate, relationship with supervisor and corporate perspective were the three communication factors that correlated most significantly with job satisfaction. The Pearson correlation between relationship with subordinates and job satisfaction was not considered significant because of the small number of respondents (18 answered all questions in the factor). Results of this study did not, thus, support the second research question that increased status was a factor in higher job satisfaction

TABLE 4

COMMUNICATION SATISFACTION-JOB SATISFACTION CORRELATION

Communication Component	Correlation Scores
Personal Feedback	.240**
Relationship to Supervisor	.286**
Communication Climate	.324**
Corporate Perspective	.271**
Organizational Integration	.193*
Horizontal Communication	.252**
Media Quality	.226**
Relationship to Subordinates	.368

*significant at .05   **significant at .01

B. Discussion

Results of this study showed that the three components most closely related to job satisfaction among the volunteers are communication climate, relationship to supervisor and corporate perspective. This differs from previous studies that examined such groups as nurses, teachers and university administrators. These studies (Downs, 1988) found that personal feedback, communication climate and relationship to supervisor were most strongly related to job satisfaction. Although the three components that correlated most significantly with job satisfaction differed somewhat from previous findings, caution should be used not to overstate this significance because the difference between the Pearson product-moment correlations were small.

In a survey conducted by the Independent Sector (deCombrey, 1987) the three most common reasons that people volunteer is that they 1) want to be useful and helpful to others 2) personal enjoyment 3) desire to feel needed....Dailey (1986) states, "The decision to join a volunteer organization is largely determined by degree of fit between personal needs and the goals of the organization." This may explain the different results on the CSQ for this non-profit organization. Volunteers may pick an organization because of the goals of the organization and the volunteer's desire to see that the organization's goals are met, thus

personal feedback may become less important than areas such as communication climate and corporate perspective. It is in these communication components that goals and policies of the organization are communicated.

Six of the eight communication components were found to be significant at the .01 level using Pearson r. A discussion of those six components follows. The seventh component, organizational integration, was found to be significant at the .05 level. Relationship to subordinates was not significantly correlated to job satisfaction. Organizational integration and relationship to subordinates are also included in the following discussion.

Communication climate. The communication component with the highest correlation to job satisfaction was communication climate. The Pearson product moment correlation of .324 was found to be significant at the .01 level. The communication climate component included such items as the extent to which communication in the organization motivates and stimulates volunteers to meet organizational goals, extent to which volunteers identify with the organization and estimates of whether or not people's attitudes toward communicating are healthy in this organization.

Relationship to supervisor. Items dealing with upward and downward communication with volunteer supervisors, extent to which they were open to ideas, extent to which they

listen, pay attention and offer guidance in solving job related problems were all part of the relationship to supervisor component. The correlation for this component was .286. This was significant at the .01 level.

Corporate perspective. This factor deals with broad information about the organization. Items such as notification about changes, financial standing of the organization, and overall policies and goals of the organization were included in this dimension. This component had the third highest correlation with job satisfaction. Significant at the .01 level, the Pearson r was .271.

Horizontal communication. In this component the extent to which horizontal and informal communication is accurate and free flowing and the extent to which the grapevine is active are appraised. This component was also significant at the .01 level with a Pearson r of .252.

Personal feedback. The component of personal feedback had the fifth highest correlation with a Pearson r of .240 that was significant at the .01 level. How volunteers are evaluated, recognition of volunteer efforts and how the volunteer's job compared to others are included in this component.

Media quality. Of the six factors that correlated significantly with job satisfaction, media quality correlated least significantly. Reactions to various communication

channels used by the organization were explored in this component. Extent to which meetings were well organized, written directives were clear, publications were helpful and the amount of communication volunteers receive was about right were measured in this component. The Pearson r was .226, which was significant at .01.

Organizational integration. Items in this component reflected communication about the requirements of the volunteer job and information about other volunteers. This component produced a low alpha coefficient. Only three items were included in this component, while all other components contained five items. The Pearson r for organizational integration was .193 and was significant at the .05 level.

Relationship to subordinates. This component examined communication to and from subordinates. Receptiveness of subordinates to evaluation, suggestions and criticism was measured. Extent to which supervisors felt they had a communication overload was also examined. Although the Pearson r was .368, this correlation was not significant because of the small number of respondents to the questions in this factor.

CHAPTER V

CONCLUSIONS

A. <u>Summary</u>

This study analyzed the relationship of job satisfaction
to communication satisfaction among volunteers at the
Immanuel Medical Center. Subjects responded to an adapted
version of the Downs-Hazen Communication Satisfaction
Questionnaire. Data collected were subjected to descriptive
and correlational statistics. Findings indicated that 88.2%
of the subjects were satisfied with their volunteer jobs.
Six of the eight communication satisfaction components
correlated significantly to job satisfaction at the .01
level. One component correlated at the .05 level. With one
component there was no significant correlation.

While the CSQ has been used in profit organizations, a
review of the literature indicates that it has not been
previously used in the non-profit sector.

B. <u>Recommendations</u> <u>for</u> <u>Future</u> <u>Research</u>

The Immanuel Medical Center volunteers were selected for
this study because of the variety of sex of the volunteers
and the wide range in age of the volunteers. However, when
demographic material was analyzed only 9.3% of the
respondents were male and nearly 50% (Table 1) of the
respondents were over 65 years of age. Other volunteer

organizations with varied age range and a larger number of males should be studied.

One of the original questions to be studied in this research was the examination of the relationship between status in the organization and job satisfaction. An insufficient number of responses was obtained in the relationship with subordinates component to draw any conclusions. In future studies organizations with a more structured hierarchy of boards and committees should be examined to see if greater job satisfaction is a result of status in the organization.

Although previous research (Downs et al., 1977, Thiry, 1977, Jones, 1981, Pincus, 1986) used a single global measure to assess job satisfaction, in future research a survey with more than a single question should be considered.

A small percentage (9.7%) of the volunteers at IMC expressed dissatisfaction with their volunteer jobs as opposed to 20% expressing dissatisfaction in Nicholson's study (1980) of urban teachers. Because volunteers are not tied to their volunteer jobs by economic necessity, they may be free to leave an organization whenever they are dissatisfied with the organization. Perhaps the study of volunteers who have left an organization would give a clearer indication of whether communication satisfaction yields lower job satisfaction and subsequent departure from the

organization.

More study is needed to determine if the Communication Satisfaction Questionnaire can be used effectively in volunteer organizations other than hospitals.

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APPENDIX A

Downs-Hazen Communication Satisfaction Questionnaire

1. How satisfied are you with your job?   (Check 1)

_____ 1.   Very dissatisfied   _____ 5.   Somewhat
                                                     satisfied
_____ 2.   Dissatisfied
                                          _____ 6.   Satisfied
_____ 3.   Somewhat
           dissatisfied   _____ 7.   Very satisfied

_____ 4.   Indifferent

2. In the past 6 months, what has happened to your level
   of satisfaction?   (Check 1)

_____ 1.   Stayed the same   _____ 2.   Gone up

_____ 3.   Gone down

3.   If the communication associated with your job could be
     changed in any way to make you more satisfied, please
     indicate how.

4.   Information about my progress in my job.

5.   Personnel news.

6.   Information about company policies and goals.

7.   Information about how my job compares with others.

8.   Information about how I am being judged.

9.   Recognition of my efforts.

10. Information about departmental policies and goals.

11. Information about the requirements of my job.

12. Information about government action affecting my
     company.

13. Information about relations with unions.

14. Reports on how problems in my job are being handled.

15. Information about employee benefits and pay.

16. Information about company profits and financial standing.

17. Information about accomplishments and/or failures of the company.

18. Extent to which my superiors know and understand the problems faced by subordinates.

19. Extent to which company communication motivates and stimulates an enthusiasm for meeting its goals.

20. Extent to which my supervisor listens and pays attention to me.

21. Extent to which the people in my organization have great ability as communicators.

22. Extent to which my supervisor offers guidance for solving job related problems.

23. Extent to which the company's communication makes me identify with it or feel a vital part of it.

24. Extent to which the company's publications are interesting and helpful.

25. Extent to which my supervisor trusts me.

26. Extent to which I receive on time the information needed to do my job.

27. Extent to which conflicts are handled appropriately through proper communication channels.

28. Extent to which the grapevine is active in our organization.

29. Extent to which my supervisor is open to ideas.

30. Extent to which horizontal communication with other employees is accurate and free-flowing.

31. Extent to which communication practices are adaptable to emergencies.

32. Extent to which my work group is compatible.

33. Extent to which our meetings are well organized.

34. Extent to which the amount of supervision given me is about right.

35. Extent to which written directives and reports are clear and concise.

36. Extent to which the attitudes toward communication in the company are basically healthy.

37. Extent to which informal communication is active and accurate.

38. Extent to which the amount of communication in the company is about right.

39. How do you rate your productivity in your job?   (Check 1)

   _____ 1. Very low   _____ 5. Slightly
                                                    higher than
   _____ 2. Low   most

   _____ 3. Slightly lower than   _____ 6. High
              than most
                                        _____ 7. Very high
   _____ 4. Average

40. In the last 6 months, what has happened to your productivity?   (Check 1)

   _____ 1. Stayed the same   _____ 2. Gone up

   _____ 3. Gone down

41. If the communication associated with your job could be changed in any way to make you more productive, please tell how.

42. Extent to which my subordinates are responsive to downward directive communication.

43. Extent to which my subordinates anticipate my needs for information.

44. Extent to which I do not have a communication overload.

45. Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms.

46. Extent to which my subordinates feel responsible for initiating accurate upward communication.

APPENDIX B

Communication Satisfaction Questionnaire

1. How long have you volunteered at Immanuel Medical Center?_____

2. In which area or department do you volunteer?_____

3. What is your current position in the organization? (Circle the ones that apply to you)

Council Member   Auxiliary Board Member   Hospital Volunteer
Auxiliary Volunteer   Immanuel Fontenelle Volunteer

4. How much time do you spend at Immanuel on a weekly basis? (Circle one)

about one hour   about three to five hours
about two hours   more than five hours

5. Age: (Circle one)

15-19   25-29   40-49   60-65

20-24   30-39   50-59   over 65

6. Sex: (Circle one)   Male   Female

7. In addition to your volunteer work do you hold a paid position at Immanuel or elsewhere?
(Circle one)   YES   NO

7A. If you answered **yes** to question number seven, about how many hours a week do you work?
_____

8. Listed below are a variety of channels through which messages are transmitted. Please indicate how much information you receive through these channels. (Check one box for each channel)

CHANNEL	too little	too much	about right	don't use
face to face				
telephone				
written memos, letters, notices				
home mailings				
meetings with supervisor				
general meetings				

Perhaps use this STYLE for my survey

Communication Satisfaction Questionnaire

1. How satisfied are you with your volunteer job at *Immanuel Medical Center*? (Check one)

_____1. Very dissatisfied   _____5. Somewhat satisfied

_____2. Dissatisfied   _____6. Satisfied

_____3. Somewhat dissatisfied   _____7. Very satisfied

_____4. Indifferent

2. If the communication associated with your volunteer job could be changed in any way to make you more satisfield, please indicate how.

Listed below are several kinds of information often associated with a person's volunteer activity. Please indicate how satisfied you are with the amount and/or quality of each kind of information by circling the appropriate number at the right.

	very satisfied	satisfied	slightly satisfied	indifferent	slightly dissatisfied	dissatisfied	very dissatisfied
3. Extent to which I found that orientation to the organization was helpful.	1	2	3	4	5	6	7
4. Information about my progress in my volunteer job.	1	2	3	4	5	6	7
5. Information about other volunteers.	1	2	3	4	5	6	7
6. Information about policies and goals of this volunteer organization.	1	2	3	4	5	6	7
7. Information about how my volunteer job compares to others.	1	2	3	4	5	6	7
8. Information about how I am being evaluated.	1	2	3	4	5	6	7
9. Recognition of my efforts.	1	2	3	4	5	6	7
10. Information about the requirements of my volunteer job.	1	2	3	4	5	6	7
11. Information about how external events (like government action) affect this organization.	1	2	3	4	5	6	7

use a 1-5 only number

	1	2	3	4	5	6	7
12. Reports on how my job-related problems are being handled.	1	2	3	4	5	6	7
13. Information about the organization's financial standing.	1	2	3	4	5	6	7
14. Information about accomplishments and/or failures of the organization.	1	2	3	4	5	6	7
15. Extent to which my supervisors know and understand the problems faced by the volunteers.	1	2	3	4	5	6	7
16. Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals.	1	2	3	4	5	6	7
17. Extent to which my supervisor listens and pays attention to me.	1	2	3	4	5	6	7
18. Extent to which people in my organization have great ability as communicators.	1	2	3	4	5	6	7
19. Extent to which my supervisor offers guidance for solving volunteer-related problems.	1	2	3	4	5	6	7
20. Extent to which the organization's communication makes me identify with it or feel a vital part of it.	1	2	3	4	5	6	7
21. Extent to which my supervisor trusts me.	1	2	3	4	5	6	7
22. Extent to which the organization's publications are interesting and helpful to me.	1	2	3	4	5	6	7
23. Extent to which I receive on time the information needed to do my job.	1	2	3	4	5	6	7
24. Extent to which conflicts are handled appropriately through proper communication channels.	1	2	3	4	5	6	7
25. Extent to which grapevine is active in our organization.	1	2	3	4	5	6	7
26. Extent to which my supervisor is open to new ideas.	1	2	3	4	5	6	7
27. Extent to which horizontal communication with other volunteers is accurate and free flowing.	1	2	3	4	5	6	7

28. Extent to which communication practices are adaptable to emergencies.	1	2	3	4	5	6	7
29. Extent to which my work group is compatible.	1	2	3	4	5	6	7
30. Extent to which our meetings are well organized.	1	2	3	4	5	6	7
31. Extent to which the amount of supervision given me is about right.	1	2	3	4	5	6	7
32. Extent to which written directives and reports are clear and concise.	1	2	3	4	5	6	7
33. Extent to which the attitudes toward communication in the organization are basically healthy.	1	2	3	4	5	6	7
34. Extent to which information communication is active and accurate.	1	2	3	4	5	6	7
35. Extent to which the amount of communication in the organization is about right.	1	2	3	4	5	6	7
36. Extent to which volunteers feel appreciated in the organization.	1	2	3	4	5	6	7

Answer the following only if you are a board member or supervise other volunteers. Then indicate your satisfaction with the following:

37. Extent to which my subordinates are responsive to downward directive communication.	1	2	3	4	5	6	7
38. Extent to which my subordinates anticipate my needs for information.	1	2	3	4	5	6	7
39. Extent to which I do not have a communication overload.	1	2	3	4	5	6	7
40. Extent to which my subordinates are receptive to evaluation, suggestions, and criticisms.	1	2	3	4	5	6	7
41. Extent to which my subordinates feel responsible for initiating accurate upward communication.	1	2	3	4	5	6	7