

## **A SYSTEM ANALYSIS OF BENEFITS FROM THE INDUSTRIAL RECREATION ENVIRONMENT**

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### **ABSTRACT**

One of the least explored components of industry as a systems input is the area of recreation and leisure. The purpose of this article is to explore the interface between work and recreation and leisure activities, in terms of establishing relationships and outcomes from this interaction. Results suggest that industrial recreation is a company service that acts as a preventative dimension to create satisfaction among employees. Recreation and leisure is a bridge that serves as an integrating device or vehicle among the employee, company, and community, to provide a cooperative atmosphere for the frank exchange of ideas and the development of common goals.

### **INTRODUCTION**

One of the primary objectives of corporate officers in planning is finding ways to increase job satisfaction and productivity. Productivity of workers is still one of the major problems facing the American business institution. Many of the problematic symptoms of companies with low job satisfaction and productivity are: high absentee rates, abuse of drugs, high turnover rate, high rates of vandalism in industrial areas, etc. One cause of low job satisfaction and productivity is that the work experience no longer is valued or holds importance to the individual. The pride once associated with workmanship has been lost because of fragmented experiences. The employee can no longer see the product of his work. As a result, perspective has been lost and the individual seeks satisfaction and meaning to life through other types of activities. Recreation

and leisure activities are one of the primary environments that the individual has sought to add meaning to his life [1].

A total time frame of reference for analysis will help add understanding in how to increase job satisfaction and productivity. The work experience is relative to the other experiences within an employee's life style [2]. Life satisfaction, in terms of emotional factors, has a direct influence upon job satisfaction and productivity [3]. Life satisfaction, like other dimensions in a total time framework, is relative to the relationships between non-work and work time. For example, some individuals who have high life satisfaction with their domestic and community environment and medium job satisfaction, usually have low work productivity. Other individuals who have low life satisfaction with their domestic and community environment and high satisfaction with their job, usually have high work productivity. Yet other individuals having both low satisfaction with domestic and community environment and their job, usually seek their satisfaction through other sources. The question is one of isolating the meaning of life on a comparative basis to find out what and where an individual gains satisfaction. There is a correlation between life satisfaction, job satisfaction, and productivity [3]. Little research has been done determining the relationships of spillover between job and life satisfaction in terms of trying to experimentally isolate factors that positively influence productivity [4].

The Puritan work ethic has been a dominate force in the American life style since the beginning of the Industrial Revolution. A characteristic of the Industrial Revolution in its later stages of development has been mechanization. Mechanization has given rise to more free time for workers. Due to the advent of more free time, leisure activities have assumed a more important role in most Americans' lives. As a result, Americans are beginning to develop a leisure ethic that is associated with natural life experience toward greater self-fulfillment through leisure activities.

The field of industrial recreation as a system component has the potential of bridging the gap between the work and leisure environments. It is an institution that can use the concept of a spillover effect to produce tangible, positive outcomes in both the work and leisure areas [5]. Since there is continuity between the work and leisure environments, industrial recreation provides the opportunity for employees to expand their horizons. Recreation in an industrial environment tends to be a preventative factor when it is applied before the problem occurs. Most of the factors that are presently being utilized to increase productivity are remedial factors and used as a reaction to the problem. These corrective factors are usually less effective than preventative methods.

There has been little empirical research investigating the benefits or outcomes from the industrial recreation environments and the complimentary relationship between the work and leisure environments, especially in terms of recreation activities and its importance to the individual. This study investigated (1) the benefits and outcomes of participants and non-participants and (2) isolated the

types of recreation activities that are important to participants and non-participants in an industrial recreation program.

## METHODS

This pilot study was conducted with cooperation of a major industry in the Northeast United States. Due to the nature of the information collected the company does not wish to be identified. Their employee population is between 8,000 and 10,000. The salary range and working conditions are similar to other industries in the Northeastern United States. The recreation program provided by this company represents the diversity of services and facilities comparable to other companies its size. Recreation services offered, illustrates this company's dedication to providing quality recreation activities for its employees and their families. (Comparisons made on the basis of N.I.R.A. Survey [5].)

The questionnaire was designed to obtain

1. demographic information;
2. explore benefits of industrial recreation to employees and the company;  
and
3. isolate recreation participation patterns associated with company and non-work time programs.

Questions relating to the benefits of the industrial recreation program to the individual and to the company were open-ended. Open-ended questions were used because of a lack of information on which to develop a typology to characterize data. The part of the questionnaire concerning recreation patterns was developed by Converse and Robinson [3]. Converse utilized it to study the relationship between life satisfaction and recreation patterns.

Three different populations were sampled within the company: active employee participants in company, non-active employee participants (non-active was defined as individuals who did not take advantage of any program, services or facilities offered by the company recreation association), and recreation program volunteers. The recreation volunteers were recruited by the recreation professionals based upon their distribution throughout the divisions of the company and their interest and participation in the recreation program. They act as a communication link between the employees and the recreation program and its professionals. Questionnaires were given to recreation program volunteers for distribution. They were asked to randomly distribute one questionnaire to an active participant and one to a non-active participant within their division. The response rate of this questionnaire was 74 per cent. The usable data available for analysis was ninety-nine questionnaires. The excellent response rate was felt by the author to be a result of the good rapport between the recreation program volunteers and the employees.

The data were analyzed by percentage distribution. Major descriptions of trends were made on the basis of percentages larger than 35 per cent.

Table 1. Benefits to Individuals<sup>a</sup>

<i>Response Categories</i>	<i>Coordinators %</i>	<i>Active %</i>	<i>Inactive %</i>	<i>Total %</i>
a) Breaks up daily routine	12.1	12.1	9.1	11.1
b) Breaks up routine of home	9.0	0	0	3.0
c) Creates "esprit de corps"	0	6.1	6.1	4.0
d) Develops a sense of self-worth and self-confidence and expands personal horizons	18.2	6.1	3.0	9.1
e) Development of competitive spirit	9.0	9.0	15.2	11.1
f) Helps improve leadership ability (also sportsmanship)	18.2	3.0	0	7.1
g) Improves physical health	36.4*	30.3	18.2	28.3
h) Improves emotional alertness	0	0	6.1	2.0
i) Increases mental alertness	0	6.1	0	2.0
j) Manage time more effectively	9.0	3.0	3.0	5.1
k) Meet new friends and develop social skills through common interests	30.3	30.3	36.3*	32.3
l) Mentally shortens work day	6.1	6.1	6.1	6.1
m) Non-responsive	24.2	3.0	24.2	9.1
n) Provides for recognition through awards	0	9.1	0	3.3
o) Provides opportunity for learning new recreational skills	6.1	9.0	6.1	13.1
p) Relieves tension	3.0	21.2	3.0	9.1

<sup>a</sup> This analysis was based upon a multiple response item.

\* Percentages larger than 35.

## RESULTS

Analysis of benefits of an industrial recreation program to the employee indicated that there were two primary dimensions (see Table 1): one centered on the health and fitness aspects and the other focused on the social-psychological factors. Examples of the second dimension are: improved employee relations, better job performance, and better rapport among employees.

Examination of the benefits that accrued to the company as listed by the recreation volunteers and program participants indicated that most of the outcomes center on positive feelings toward the company. These positive emotions are related to a change in attitudes from negative toward positive feelings (see Table 2). These individuals seem to feel that the company has a greater concern and investment in them. Benefits to the non-participant was one of opportunity. Knowing that the company has made opportunities available suggested the positive outcomes for the company in terms of positive attitude displayed by the non-participant employees.

Examination of the recreation patterns indicated a passive type of recreation for the non-participant (see Table 3). The participants and recreation volunteers

Table 2. Benefits to Company<sup>a,b</sup>

<i>Response Categories</i>	<i>Coordinators %</i>	<i>Active %</i>	<i>Inactive %</i>	<i>Total %</i>
a) Creates an atmosphere where organizational goals and individuals can meet in harmony	15.2	21.2	6.1	14.1
b) Creates better employee relations through friendship	45.5*	45.5*	15.2	35.4*
c) Creates loyalty toward company	30.3	24.2	9.1	21.2
d) Gives a company a reputation of being a good place to work	0	0	3.1	1.0
e) Helps to understand make-up of company and serves as a communication device	27.2	18.2	9.1	18.2
f) Helps improve personal relations with your supervisor	15.2	24.2	9.1	16.2
g) Helps prepare worker for advancement (social contacts)	2.1	15.2	0	9.1
h) Helps supervisors understand employee problems	0	3.1	0	1.0
i) Helps to improve personal relations with supervisor	21.2	24.2	6.1	17.2
j) Improves company morale	0	6.1	6.1	4.0
k) Improves employee attitudes toward their work	27.2	30.3	15.2	24.2
l) Improves job performance or productivity	45.1*	36.3*	6.1	29.1
m) Less lost time due to illness	3.1	0	0	1.0
n) Increases on-the-job spirit	27.2	36.4*	12.1	25.2
o) No change (or effect)	3.0	3.0	6.1	4.0
p) Non-response	0	0	33.3	11.1

<sup>a</sup> This analysis was based upon a multiple response item.

<sup>b</sup> Only two negative responses were received, one concerning injury and loss of work time and the other, a statement about recreation interfering with workday routine.

\* Percentages larger than 35.

seemed to be very involved with active athletic types of activities. Their primary point of focus for these activities were team competition and leagues. The results also indicated that the non-participant is more oriented toward individual activities with fellow workers.

## IMPLICATIONS

The primary outcomes to the employee participants and volunteers were health and fitness and social-psychological benefits. The outcomes for the non-participant was one of opportunity costs. From a company perspective, the benefit was one of development of positive employee attitudes. The open-ended responses indicated that there was a relationship between industrial recreation

Table 3. Recreation Free Time Survey

	Once/Week or More		Every 2 or 3 Weeks		6-12 Times a Year		1-5 Times a Year		Not This Year	
	Gen <sup>a</sup>	Co <sup>b</sup>	Gen	Co	Gen	Co	Gen	Co	Gen	Co
<b>COORDINATORS</b>										
a. Going to the Movies			10.0	23.3			60.0*	3.3	6.7	96.7*
b. Watching Television	86.7*		6.7				6.7	3.3		96.7*
c. Reading Books, Magazines, etc.	90.0*	3.3	3.3	6.7	6.7	6.7	3.3	10.0		73.3*
d. Boating, Swimming, Picnics, Pleasure-drives, etc.	33.3		30.0				6.7	40.0*		60.0*
e. Going to Classes or Lectures (Educational) on Golf, Tennis, etc.	10.0			6.7			23.3	10.0	60.0*	90.0*
f. Going to Church or Religious Activities	30.0		20.0	10.0			10.0		26.7	96.7*
g. Going to Watch Sports Events (Football, Hockey, etc.)	10.0	3.3	20.0	3.3	16.7	3.3	36.7*	6.7	13.3	76.7*
h. Fishing, Hunting, Camping, etc.	3.3		16.7				26.7	3.3	13.3	93.3*
i. Going to Club Meetings	6.7		13.3	3.3	13.3	3.3	23.3	26.7	36.7*	63.3*
j. Playing Active Sports (Jogging, Volleyball, etc.)	43.3*	33.3	10.0	26.7	20.0	13.3	6.7	10.0	13.3	16.7
k. Going to Nightclubs, Bars, etc.	13.3		23.3				30.0	3.3	26.7	6.7
l. Going to Concerts, Plays, etc.	3.3			26.7			40.0*	6.7	30.0	93.3*
m. Going to Fairs, Exhibits, etc.	3.3			16.7			67.3*	26.7	16.7	73.3*
n. Gardening and Working Around Yard	33.3		30.0				3.3		10.0	100.0*
o. Making and Fixing Things Around House	50.0*		26.7	6.7			10.0			100.0*
p. Shopping, Except for Groceries	26.7		33.3	26.6			10.0		3.3	100.0*
q. Helping Relatives, Neighbors, Friends, etc.	20.0		36.7*	16.7			6.7	6.7	6.7	93.3*
r. Visiting with Relatives, Neighbors, Friends, etc.	46.7*	6.7	40.0*	3.3	3.3	3.3	10.0	3.3		83.3*
s. Working on Hobbies (Painting, Music, etc.)	50.0*		16.7	23.3					10.0	100.0*
t. Playing Cards, Other Indoor Games	13.3	3.3	30.0	26.7			3.3	16.7	10.0	86.7*
u. Travel	6.7		20.0	33.3			3.3	33.3	10.0	86.7*

ACTIVE

a. Going to the Movies	21.9	12.5	40.6*	6.3	25.0	93.8*
b. Watching Television	96.9*		3.1	6.3		93.8*
c. Reading Books, Magazines, etc.	84.4*	12.5	6.3	3.1		65.6*
d. Boating, Swimming, Picnics, Pleasure-drives, etc.	22.0	21.9	25.0	21.9	3.1	78.1*
e. Going to Classes or Lectures (Educational) on Golf, Tennis, etc.	6.3	21.9	6.3	12.5	21.9	71.9*
f. Going to Church or Religious Activities	34.4	9.4	25.0	28.1	100.0*	100.0*
g. Going to Watch Sports Events (Football, Hockey, etc.)	3.1	9.4	15.6	40.6*	15.6	65.6*
h. Fishing, Hunting, Camping, etc.	12.5	6.3	15.6	15.6	43.8*	100.0*
i. Going to Club Meetings	9.4	6.3	34.4	21.9	34.4	65.6*
j. Playing Active Sports (Jogging, Volleyball, etc.)	68.8*	50.0*	18.8	9.4	12.5	12.5
k. Going to Nightclubs, Bars, etc.	15.6	34.4	18.8	6.3	12.5	81.3*
l. Going to Concerts, Plays, etc.		15.6	3.1	50.0*	15.6	81.3*
m. Going to Fairs, Exhibits, etc.		6.3	3.1	68.8*	15.6	81.3*
n. Gardening and Working Around Yard	28.1	6.3	18.8	21.9	21.9	100.0*
o. Making and Fixing Things Around House	37.5*	18.8	15.6	3.1	3.1	100.0*
p. Shopping, Except for Groceries	31.3	28.1	25.0	6.3	6.3	87.5*
q. Helping Relatives, Neighbors, Friends, etc.	18.8	6.3	50.0*	6.3	9.4	84.4*
r. Visiting with Relatives, Neighbors, Friends, etc.	50.0*	31.3	9.4	12.5		78.1*
s. Working on Hobbies (Painting, Music, etc.)	31.3	3.1	21.9	6.3	12.5	96.9*
t. Playing Cards, Other Indoor Games	21.9	6.3	37.5*	3.1	9.4	71.9*
u. Travel	6.3	15.6	28.1	9.4	3.1	87.5*

<sup>a</sup> Participate in activity provided by non-company source.

<sup>b</sup> Participated in activity provided by Company Recreation Association.

\* Percentages larger than 35.

Table 3. Recreation Free Time Survey (Continued)

	Once/Week or More		Every 2 or 3 Weeks		6-12 Times a Year		1-5 Times a Year		Not This Year	
	Gen	Co	Gen	Co	Gen	Co	Gen	Co	Gen	Co
	INACTIVE									
a. Going to the Movies			8.1		18.9		64.9*		8.1	100.0*
b. Watching Television	94.6*				2.7					100.0*
c. Reading Books, Magazines, etc.	81.1*		13.5		5.4					100.0*
d. Boating, Swimming, Picnics, Pleasure-drives, etc.	24.3		27.0		35.1*		10.8			100.0*
e. Going to Classes or Lectures (Educational) on Golf, Tennis, etc.	10.8						16.2		70.3*	100.0*
f. Going to Church or Religious Activities	45.9*		5.4		2.7		21.6		21.6	100.0*
g. Going to Watch Sports Events (Football, Hockey, etc.)	10.8				16.2		37.8*		35.1*	100.0*
h. Fishing, Hunting, Camping, etc.	8.1		8.1		24.3		27.0		32.4	100.0*
i. Going to Club Meetings	5.4		10.8		18.9		18.9		45.9*	100.0*
j. Playing Active Sports (Jogging, Volleyball, etc.)	29.7		16.2		18.9		8.1		24.3	100.0*
k. Going to Nightclubs, Bars, etc.	8.1		16.2		16.2		21.6		37.8*	100.0*
l. Going to Concerts, Plays, etc.					16.2		45.9*		35.1*	100.0*
m. Going to Fairs, Exhibits, etc.					13.5		67.6*		18.9	100.0*
n. Gardening and Working Around Yard	48.6*		27.0		16.2		2.7			100.0*
o. Making and Fixing Things Around House	54.1*		27.0		10.8		5.4		2.7	100.0*
p. Shopping, Except for Groceries	43.2*		37.8*		10.8		8.1			100.0*
q. Helping Relatives, Neighbors, Friends, etc.	21.6		43.2*		18.9		16.2			100.0*
r. Visiting with Relatives, Neighbors, Friends, etc.	43.2*		37.8		10.8		5.4		2.7	100.0*
s. Working on Hobbies (Painting, Music, etc.)	32.4		27.0		10.8		16.2		10.8	100.0*
t. Playing Cards, Other Indoor Games	32.4		27.0		13.5		13.5		10.8	100.0*
u. Travel	5.4		8.1		29.7		48.6*		8.1	100.0*



<b>TOTAL</b>										
a.	Going to the Movies	13.1	18.2	54.6*	3.0	13.1	97.0*			
b.	Watching Television	2.0	1.0	3.0	3.0	97.0*				
c.	Reading Books, Magazines, etc.	92.9*	5.1	2.0	7.1	79.8*				
d.	Boating, Swimming, Picnics, Pleasure-drives, etc.	84.8*	4.0	2.0	14.1	21.2	1.0			
e.	Going to Classes or Lectures (Educational) on Golf, Tennis, etc.	27.3	30.3	14.1	21.2	1.0				
f.	Going to Church or Religious Activities	9.1	9.1	2.0	17.2	11.1	62.6*			
g.	Going to Watch Sports Events (Football, Hockey, etc.)	37.4*	7.1	19.2	25.3	99.0*				
h.	Fishing, Hunting, Camping, etc.	8.1	1.0	6.1	38.4*	10.1	22.2			
i.	Going to Club Meetings	8.1	10.1	23.2	2.0	30.3	97.0*			
j.	Playing Active Sports (Jogging, Volleyball, etc.)	4.0	11.1	3.0	25.3	18.2	39.4*			
k.	Going to Nightclubs, Bars, etc.	46.5*	27.3	10.1	7.1	10.1	13.1			
l.	Going to Concerts, Plays, etc.	12.1	24.2	3.0	20.2	4.0	20.2			
m.	Going to Fairs, Exhibits, etc.	1.0	19.2	1.0	45.5*	8.1	30.3			
n.	Gardening and Working Around Yard	1.0	12.1	1.0	66.7*	19.2	18.2			
o.	Making and Fixing Things Around House	37.4*	14.1	8.1	10.1	98.0*				
p.	Shopping, Except for Groceries	47.5*	11.1	12.1	1.0	2.0	98.0*			
q.	Helping Relatives, Neighbors, Friends, etc.	34.3	20.2	2.0	8.1	3.0	93.9*			
r.	Visiting with Relatives, Neighbors, Friends, etc.	23.2	43.4*	10.1	6.1	3.0	89.9*			
s.	Working on Hobbies (Painting, Music, etc.)	46.5*	4.0	2.0	6.1	5.1	1.0			
t.	Playing Cards, Other Indoor Games	37.4*	18.2	8.1	2.0	11.1	97.0*			
u.	Travel	23.2	31.3	17.2	2.0	13.1	8.1			
		6.1	36.4*	1.0	37.4*	8.1	5.1			

<sup>a</sup> Participate in activity provided by non-company source.

<sup>b</sup> Participated in activity provided by Company Recreation Association.

\* Percentages larger than 35.

Table 4. Personal Data Sheet

**COORDINATORS**

Please indicate your answer with a check mark in the appropriate space.

%	%	%
<i>SEX:</i>	<i>AGE:</i>	<i>MARITAL STATUS:</i>
<u>56.7</u> Male*	<u>53.3</u> 24-43*	<u>13.3</u> Single
<u>43.3</u> Female*	<u>30.0</u> 33-43	<u>70.0</u> Married*
_____	<u>16.7</u> 44-54	<u>13.3</u> Divorced
	_____ 55-65	_____ Widowed
	_____ over 65	_____ Other

<i>NUMB</i>	%
<i>NUMBER OF CHILDREN LIVING AT HOME:</i>	
<u>36.7</u>	None*
<u>46.7</u>	1-2*
<u>13.3</u>	3-5
_____	over 6

%
<i>A MAJORITY OF THE TIME YOU DEVOTE TO RECREATION TAKES PLACE THROUGH:</i>
<u>15.0</u> Private/Clubs
<u>25.0</u> Public/Community
<u>32.5</u> Industrial Recreation
<u>7.5</u> Commercial
<u>5.0</u> Schools
<u>15.0</u> Other (Personal)

%
<i>LENGTH OF EMPLOYMENT:</i>
<u>16.7</u> 1-3 Years
<u>43.3</u> 4-9*
<u>3.3</u> 10-18
<u>10.0</u> 19-24
_____ over 25

%
<i>DISTANCE YOU LIVE FROM WORK:</i>
<u>30.0</u> 0-3 Miles
<u>43.3</u> 4-8*
<u>13.3</u> 9-15
<u>6.7</u> 19-25
<u>3.3</u> over 25

%
<i>WHICH TYPE OF AGENCY PROVIDES THE GREATEST QUALITY IN RECREATIONAL PURSUITS?</i>
<u>29.0</u> Private/Clubs
<u>12.9</u> Public/Community
<u>25.7</u> Industrial Recreation
<u>3.2</u> Commercial
<u>12.9</u> Schools
<u>16.1</u> Other (Personal)

Table 4. (Continued)

**ACTIVE**

*Please indicate your answer with a check mark in the appropriate space.*

%	%	%
<b>SEX:</b>	<b>AGE:</b>	<b>MARITAL STATUS:</b>
<u>68.8</u> Male*	<u>81.3</u> 24-32*	<u>21.9</u> Single
<u>31.3</u> Female	<u>3.1</u> 33-43	<u>71.9</u> Married*
	<u>9.4</u> 44-54	<u>6.3</u> Divorced
	___ 55-65	___ Widowed
	___ over 65	___ Other

%
<b>NUMBER OF CHILDREN LIVING AT HOME:</b>
<u>59.4</u> None*
<u>31.3</u> 1-2
<u>6.3</u> 3-5
___ over 6

%
<b>A MAJORITY OF THE TIME YOU DEVOTE TO RECREATION TAKES PLACE THROUGH:</b>
<u>20.0</u> Private/Clubs
<u>43.3</u> Public/Community*
<u>33.3</u> Industrial Recreation
<u>0</u> Commercial
<u>3.3</u> Schools
<u>0</u> Other (Personal)

%
<b>LENGTH OF EMPLOYMENT:</b>
<u>37.5</u> 1-3 Years*
<u>34.4</u> 4-9
<u>18.8</u> 10-18
<u>3.1</u> 19-24
<u>6.3</u> over 25

%
<b>DISTANCE YOU LIVE FROM WORK:</b>
<u>40.6</u> 0-3 Miles*
<u>37.5</u> 4-8*
<u>12.5</u> 9-15
<u>6.3</u> 19-25
<u>3.1</u> Over 25

%
<b>WHICH TYPE OF AGENCY PROVIDES THE GREATEST QUALITY IN RECREATIONAL PURSUITS?</b>
<u>25.0</u> Private/Clubs
<u>28.6</u> Public/Community
<u>32.1</u> Industrial Recreation
<u>0</u> Commercial
<u>7.1</u> Schools
<u>7.1</u> Other (Personal)

Table 4. (Continued)

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*INACTIVE*

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*Please indicate your answer with a check mark in the appropriate space.*

<i>%</i>	<i>%</i>	<i>%</i>
<i>SEX:</i>	<i>AGE:</i>	<i>MARITAL STATUS:</i>
<u>62.2</u> Male*	<u>29.7</u> 24-32	<u>2.7</u> Single
<u>37.8</u> Female*	<u>40.5</u> 33-43*	<u>94.6</u> Married*
	<u>27.0</u> 44-54	<u>2.7</u> Divorced
	<u>2.7</u> 55-65	___ Widowed
	___ over 65	___ Other

*%*  
*NUMBER OF CHILDREN*  
*LIVING AT HOME:*

<u>32.4</u> None
<u>45.9</u> 1-2*
<u>21.6</u> 3-5
___ over 6

*%*  
*LENGTH OF EMPLOYMENT:*

<u>16.2</u> 1-3 Years
<u>27.0</u> 4-9
<u>27.0</u> 10-18
<u>10.8</u> 19-24
<u>13.5</u> over 25

*%*  
*DISTANCE YOU LIVE*  
*FROM WORK:*

<u>21.6</u> 0-3 Miles
<u>29.7</u> 4-8
<u>29.7</u> 9-15
<u>16.2</u> 19-25
<u>2.7</u> over 25

*%*  
*A MAJORITY OF THE TIME YOU*  
*DEVOTE TO RECREATION*  
*TAKES PLACE THROUGH:*

<u>24.4</u> Private/Clubs
<u>37.8</u> Public/Community*
<u>6.7</u> Industrial Recreation
<u>0</u> Commercial
<u>2.2</u> Schools
<u>28.9</u> Other (Personal)

*%*  
*WHICH TYPE OF AGENCY*  
*PROVIDES THE GREATEST*  
*QUALITY IN RECREATIONAL*  
*PURSUIITS?*

<u>41.7</u> Private/Clubs*
<u>25.0</u> Public/Community
<u>13.9</u> Industrial Recreation
<u>2.8</u> Commercial
<u>2.8</u> School
<u>13.9</u> Other (Personal)

Table 4. (Continued)

**TOTAL**

Please indicate your answer with a check mark in the appropriate space.

%	%	%
<b>SEX:</b>	<b>AGE:</b>	<b>MARITAL STATUS:</b>
<u>62.6</u> Male*	<u>53.5</u> 24-32*	<u>12.1</u> Single
<u>37.4</u> Female*	<u>25.3</u> 33-43	<u>79.8</u> Married*
	<u>18.2</u> 44-54	<u>7.1</u> Divorced
	<u>3.0</u> 55-65	_____ Widowed
	_____ over 65	_____ Other

%
<b>NUMBER OF CHILDREN LIVING AT HOME:</b>
<u>42.4</u> None*
<u>41.4</u> 1-2*
<u>14.1</u> 3-5
_____ over 6

%
<b>A MAJORITY OF THE TIME YOU DEVOTE TO RECREATION TAKES PLACE THROUGH:</b>
<u>20.0</u> Private/Clubs
<u>35.4</u> Public/Community*
<u>23.0</u> Industrial Recreation
<u>2.7</u> Commercial
<u>3.7</u> Schools
<u>16.8</u> Other (Personal)

%
<b>LENGTH OF EMPLOYMENT:</b>
<u>23.2</u> 1-3 Years
<u>34.3</u> 4-9
<u>24.2</u> 10-18
<u>6.1</u> 19-24
<u>10.1</u> over 25

%
<b>WHICH TYPE OF AGENCY PROVIDES THE GREATEST QUALITY IN RECREATIONAL PURSUITS?</b>
<u>31.3</u> Private/Clubs
<u>21.2</u> Public/Community
<u>24.2</u> Industrial Recreation
<u>4.0</u> Commercial
<u>7.0</u> Schools
<u>12.1</u> Other (Personal)

%
<b>DISTANCE YOU LIVE FROM WORK</b>
<u>30.3</u> 0-3 Miles
<u>36.4</u> 4-8*
<u>19.2</u> 9-15
<u>10.1</u> 19-25
<u>3.0</u> over 25

\* Percentages larger than 35.

Table 5. Types of Activities Should Add<sup>a,b</sup>

<i>Response Categories</i>	<i>Coordinators %</i>	<i>Active %</i>	<i>Inactive %</i>	<i>Total %</i>
a) Active sports such as volleyball, tennis, handball, golf, swimming, etc.	39.4*	60.7*	36.4*	45.5*
b) Athletic and fitness facilities	12.1	12.1	9.1	11.1
c) Arts and crafts	6.1	3.0	6.1	5.1
d) Better programs and tournament coordination	0	6.1	0	2.0
e) Co-ed programs	6.1	6.1	9.0	7.1
f) Cultural events such as concerts and plays	0	3.0	0	1.0
g) Day care center	0	0	9.0	3.0
h) Entertainment such as movies and parties	0	12.1	0	4.0
i) Family activities and programs	15.2	9.0	39.4*	21.2
j) Fitness program	15.2	12.1	9.1	12.1
k) More organized travel	12.1	15.2	6.1	11.1
l) Non-response	12.1	3.0	33.3	16.2
m) Noon-hour athletic leagues and/or fitness programs	0	3.0	3.0	2.0
n) Noon-hour programs	6.0	3.0	6.0	5.1
o) Open hours for recreation	3.0	3.0	3.0	3.0
p) Quiet room in work area	3.0	3.0	0	2.0
q) Outdoor program and facilities such as boating and picnicing	3.0	3.0	6.1	4.4
r) Over 30 (age) athletic league	3.0	0	3.0	2.0
s) Passive activities such as cards and indoor games	12.1	9.0	27.3	16.2
t) Professional instruction	6.0	0	6.1	4.0
u) Programs for women	0	9.0	0	3.0
v) Satisfied with program	27.3	18.2	6.1	17.2
w) Tennis facilities	3.0	3.0	6.1	4.0

<sup>a</sup> The analysis was based upon multiple response time.

<sup>b</sup> The only problem listed was that of travel distance.

\* Percentages larger than 35.

programs and productivity and satisfaction as well as fostering cooperative relationships that are necessary between the company and an employee to engage in a frank exchange of opinions, suggestions, and ideas to the benefit of both. The initial hypothesis of there being a complimentary relationship between work and leisure was confirmed. Industrial recreation is an integrating factor that produces positive results to the individual and the company.

There was a correlation between how an individual participates in recreation and the recreation activities offered (see Table 5). From the open-ended responses where comments about programs were solicited, individuals indicated

an additional interest in family and passive types of activities. Results suggested if these types of activities were offered, they would participate in the company recreation program. This implies that there is a relationship between family leisure activities and the company. The primary question in the development of a recreation program is point of contact and how the company and the employee and his family will interact to provide the proper atmosphere and condition on which positive outcomes occur for the individual and the company. The point of focus of the present recreation program is the blue collar workers. The white collar employee can afford to purchase his leisure services and facilities through private sources. The important influence in this circumstance is money and its influence upon recreation programs.

Activities being offered needs to be tailored more toward a white collar audience. The audience of an industrial recreation program needs to be segmented to offer a variety of activities based upon the type of population within the company. The type of framework being suggested is one of individualized programming. Individualization of programming helps a person to utilize leisure activities to grow and learn.

Results of this study suggest that industrial recreation is a company service that acts as a preventative dimension to create satisfaction among employees. These findings are suggestive but not definitive. More empirical research needs to be conducted to explore the complimentary relationship between work and leisure. Industrial recreation may be an effective bridge between an employee and his community.

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