

## ABSTRACT

FRAWLEY, Joan M. A study of the salary and hourly employees at Trane Company, La Crosse, Wisconsin, toward the value of participating in the company recreation program. M.S. in Recreation and Parks Administration, 1982. 32 p. (Dr. Ernest Hartmann)

A random sample of participants in the Trane Company recreation program were selected from two groups, salary employees and hourly employees. A questionnaire was constructed and administered through the U. S. Mail to the samples of salary and hourly employees. Of the 60 questionnaires, 30 were mailed to salary employees and 30 were mailed to hourly employees. Sixty percent of the questionnaires were returned; 19 were received from hourly employees and 17 were received from salary employees. A  $t$  test was used to analyze the 2 group's answers to the questionnaire. The results showed no significant difference of attitude, thus allowing the null hypothesis to stand. It was observed that the agreement of attitudes was a positive one in regard to the specific areas covered in the questionnaire. The respondents indicated that production increases if employees participate in the recreation program and also that there was a decline in absenteeism. Respondents also felt that relationships and communication between salary and hourly employees were enhanced. Furthermore, improved mental and physical health was noted as a result of participating in the company recreation program.



A STUDY OF THE SALARY AND HOURLY EMPLOYEES  
AT TRANE COMPANY, LA CROSSE, WISCONSIN,  
TOWARD THE VALUE OF PARTICIPATING IN THE  
COMPANY RECREATION PROGRAM

---

A Seminar Paper  
Presented to  
The Graduate Faculty  
University of Wisconsin - La Crosse

---

In Partial Fulfillment  
of the Requirements for the  
Master of Science Degree

---

by  
JOAN FRAWLEY  
December, 1982

WS  
82  
Fra  
c.2

UNIVERSITY OF WISCONSIN - LA CROSSE  
College of Health, Physical Education and Recreation  
La Crosse, Wisconsin 54601

Candidate: Joan Frawley

I recommend acceptance of this seminar paper in partial fulfillment of this candidate's requirements for the degree:

Master of Science in Recreation

Dec. 2, 1982  
Date

Ernest C. Hartmann  
Seminar Paper Advisor

This seminar paper is approved for the College of Health, Physical Education and Recreation.

Dec. 6, 1982  
Date

John C. Mitchem  
Dean, College of Health, Physical Education and Recreation

Dec. 7, 1982  
Date

Howard C. Jose  
Dean, Graduate Studies



## ACKNOWLEDGEMENTS

This writer wishes to express appreciation to Dr. Ernest Hartmann, seminar paper advisor, for his continued support and direction in preparation and completion of this seminar paper.

Appreciation is also expressed to several special friends: Mary Anne Swanson, Ron and Connie Braenne, and Cheryl Poeschel, for their moral support and individual contributions toward the completion of this paper.

The writer is especially grateful to the Trane Company and its employees who responded to the questionnaire and in particular to Ms. Jill Ruedy and Mr. Jim Dobson of Trane Company for their cooperation and assistance in the administration of the questionnaire.

## DEDICATION

This seminar paper is dedicated to Mr. Terry Collins,  
who was always there when I needed him.

## TABLE OF CONTENTS

CHAPTER	PAGE
I. INTRODUCTION . . . . .	1
Purpose of the Study . . . . .	3
Statement of the Problem . . . . .	3
Need for the Study . . . . .	3
Hypothesis . . . . .	4
Assumptions . . . . .	4
Delimitations . . . . .	4
Limitations . . . . .	5
Definition of Terms . . . . .	5
II. REVIEW OF RELATED LITERATURE . . . . .	6
III. METHODS . . . . .	11
Subject Selection . . . . .	11
Determination of Value Components . . . . .	12
Development of Instrumentation . . . . .	12
Administration of Questionnaire . . . . .	13
Statistical Treatment of Data . . . . .	14
IV. RESULTS AND DISCUSSION . . . . .	16
V. CONCLUSIONS, SUMMARY, AND RECOMMENDATIONS . . . . .	21
Summary and Conclusions . . . . .	21
Recommendations . . . . .	22
REFERENCES CITED . . . . .	24
APPENDIX	
A. Cover Letter . . . . .	27
B. Company Recreation Survey . . . . .	29

CHAPTER I  
INTRODUCTION  
Background

Ever since the Industrial Revolution people have had an abundance of time for things other than earning a livelihood. According to Burns (1932) the civilizations of the past had many non-working days. For example, in Egypt, holidays were said to have amounted to one-fifth the number of days in the year. In Greece, there were 50 to 60 days of festival. Almost a third of the days in one year were considered "unlucky" for work during the Roman Era. The factory system spelled the end of these frequent holidays and imposed many hours of daily labor.

In the first half of the nineteenth century, the Industrial Revolution began in the United States. An increased dependence upon technology and mass production caused a concentration of labor and growth in cities (Wilson, T. B., R., Gillespie, V., Roberts, C. J., 1979). As an aftermath of the Industrial Revolution, the masses once again started to enjoy a measure of more frequent leisure, which compensated for the non-working days and festivals of the earlier ages (Burns, 1932). Commonly, in the middle of the 19th century laborers worked 12 hours a day, six days a week. By the beginning of the 20th century, the average work day

had been shortened to ten hours per day, 60 hours per week and by 1940 the five day, forty hour week had become commonplace (Wilson, T. B., Gillespie, V., Roberts, C. J., 1979).

Because industry recognized the value of recreation and because there was increasing emphasis to develop the quality and quantity of programs for employees, the National Industrial Recreation Association (NIRA) was established in 1941. By 1963 the total membership of NIRA consisted of over 800 corporations and company contributions to employee recreation programs were in excess of a billion dollars a year. Twelve years later, in 1975, 50,000 private concerns throughout the United States were spending at least two billion dollars a year on recreation programs (Brozan, 1975). By this time, employee recreation had firmly been established as an important management function within American industry.

The importance of this function has been indicated in many ways. For example, management in some industries claim that recreation programs reduce absenteeism and improve relationships between management and factory workers by improving communication and morale. While it is certain that management does believe that specific values are derived from recreation, does this mean that factory employees have the same attitudes and perceive the same values?

### Purpose

The purpose of this study was to investigate the possible differences in attitudes toward the value of the company recreation program held by salary and hourly employees who participate in such programs.

### Statement of the Problem

Do hourly employees who participate in the company's recreation program have the same attitudes as those of salary participants regarding the values of their company's recreation program?

### Need for the Study

As a result of the review of literature, this writer concluded that a strong agreement for company recreation stems from a change in attitude of the American workers toward work itself. The writer further concluded that American workers of today seem to show a general dissatisfaction and discontent with their jobs at all occupational levels, as evidenced by an increase in worker turnover, absenteeism and poor morale. One of the basic problems causing discontent and dissatisfaction may be the lack of communication and interaction between salary and hourly employees.

Again, the writer's review of literature suggested that Industrial Recreation programs can improve these communication gaps. As a result, this writer concluded that there was a

need to investigate the attitudes held by participants in a company recreation program at all occupational job levels. Developing this knowledge may provide a greater insight into the weaknesses as well as the values of such programs, particularly since very little research has been completed on this topic. Furthermore, studies of this type could provide industry with a tool to help alleviate some of the job dissatisfaction within industry today.

#### Hypothesis

Hourly employee and salaried employee participants in the company recreation program have no attitude difference in regard to the value of their company recreation program.

#### Assumptions

The subjects of this study were assumed to be active participants in the company recreation program and were familiar with what was available to them within this program. The results of the questionnaire were assumed to be honestly answered questions by the employees of Trane Company, La Crosse, Wisconsin.

#### Delimitations

The study was delimited to the Trane Company in La Crosse, Wisconsin. Only those salaried and hourly personnel active in the company recreation program were used as the study group. These groups were chosen by random sampling. The final results apply only to this sample.

### Limitations

This study used only the values of industrial recreation as contained in the review of literature. The participants hold varying degrees of knowledge and years of participation in the company recreation program.

### Definition of Terms

#### Salaried Employees

A collective body of those who conduct, control or direct any enterprise. For this study, the term salary is generalized to all of industrial management as well as the specific management of the industry being studied.

#### Hourly Employees

A collective body of persons who are employed in industry other than management.

#### Value

Those benefits that salaried and hourly employee participants in the company recreation program perceive that evolve from the program.

#### Participants

Those who have participated in the company organized recreation program as substantiated by the company recreation attendance listing.

CHAPTER II  
REVIEW OF RELATED LITERATURE

In 1950, J. Prendergast, Executive Director of the National Recreation Association stated that:

The values of recreation as listed by management are: improvement in morale, opportunity to become acquainted with fellow employees and closer relations between employees and management, better team work, improvement in health, reduction in absenteeism and relief from boredom for workers in monotonous jobs (p. 355).

In a survey conducted by the Community Program Branch of the Department of Education, Toronto, Canada in 1951, 151 companies were asked the value of employee recreation. Some of their responses were: (1) improves employee inter-relationships, (2) produces mutual understanding and respect between management and labor, (3) improves morale and (4) reduces absenteeism.

When confronted with the question of whether employee recreation increased production, the general feeling revealed by these companies was that:

. . . so many factors affect production in an industry that the effect of recreation would be impossible to measure. However, an industry depends upon its human resources for its success. We believe that our human resources benefit from recreation and so we believe that recreation increases production (Department of Education, Canada, 1951, p. 46).

In a study conducted by Joyce (1953) at the State Farm Insurance Company, Bloomington, Illinois, employees were

asked to evaluate their activities program. Four-hundred nonsupervising employees of the Employee's Activities Association were sampled and 288 responded. There were 17 questions on the questionnaire that dealt with obtaining employee attitudes toward the value of industrial recreation. The findings revealed that most employees held positive attitudes toward industrial recreation. Employees felt that participating in the recreation program improved employee inter-relationships, enhanced communication between employees and management, contributed to better morale, created pride and loyalty to the company and promoted a friendlier working atmosphere.

The Diamond Alkali Company at its Deer Park, Illinois, Caustic and Chlorine plant has 500 acres of property that includes a swimming pool and a large club house. It is used by the company employees for recreation. Employees provided free labor for building the facilities. The company concluded that the recreation program produced the following results:

Absenteeism decreased with daily attendance averaging 99%, the turnover of personnel dropped to an average of one percent each year, the plant never lost work due to a work stoppage and production consistently ran ahead of schedule (Berger, 1954, pp. 74-80).

Many firms have been convinced that not only does a good recreation program pay off in that it helps them keep good workers on-the-job, but also if employees were afforded the opportunity to recreate during their time off, this tended to increase their productivity while on the

job (Engle, 1954). Another example of the role of recreation in relation to increasing industrial efficiency was found at the Admiral Corporation (The Show Goes On, 1966). This was a highly mechanized plant that employed many unskilled workers. Morale became very low, absenteeism increased and production declined. Management, as a result, decided to initiate a recreation program for the employees. The programs, activities and facilities were developed to meet the interests of the employees. Employees who took part in the program enjoyed it and as a result morale increased, absenteeism decreased and production rose.

H. T. Johnson, Chairman of the Johnson Wax Company, Racine, Wisconsin, when questioned about why they provided so many recreation facilities and programs for employees stated:

I am convinced that our philosophy regarding our people has been a primary reason for our growth and success. We truly believe that our employees are our most valuable resource. We have written this philosophy into our company policy, but far more important, we have been convinced of its truthfulness and have tried to do something about it. The effective team play and the individual initiative of our employees stands out in relationship to our companies. We believe this originates in our philosophy of genuine concern for them (A Delightful Quandry, 1966, pp. 6-9).

In a 1974 study conducted at the Johnson Wax Company by Dr. R. Carter, participants in the company's recreation program were surveyed on how they felt about industrial recreation. His findings served to reinforce earlier research that supports the value of a company providing industrial

recreation for its employees. Of those surveyed, 92% reported being satisfied with the company (Carter & Wanzel, 1974).

In the May, 1978, issue of The Journal of Employee Recreation, Health and Education, A. Burns discusses the benefits of employee participation in R. R. Donnelley and Sons Company's recreation program. According to Burns (1978) knowing employees through recreation activities helps a manager manage more effectively (p. 21). Burns (1978) in this study also concluded that knowing employees through recreational activities promoted: (1) better management-employee relations, (2) better understanding of employee concerns within their departments, and (3) increased capability of reducing the number and severity of personnel problems.

An experimental study was conducted by Groves and De Carlo (1981) on the issue of employee recreation programs and its effect on job satisfaction and productivity. The participants in this study were executives and other active members in the company's fitness program. From this population, a random sample was used to select participants for a control and experimental group. The participants were divided so that for six months the experimental group maintained their pattern of training and after the sixth month became the control group.

The authors suggested that when recreation is manipulated it has a significant impact on job satisfaction and

productivity. Job satisfaction was measured by utilizing a composite of 63 items. The scores were obtained through the summation process. Productivity was measured by the use of scales completed by the job supervisor and the employee. The increase in productivity in the non-recreation group was only within the 15-20% range. Results of the study offered support for the hypothesis relating improved job satisfaction and productivity to participation in employee recreation programs (Groves & DeCarlo, 1981).

#### Summary

In summary, the review of literature supports the benefits to industry by providing Industrial Recreation programs. However, in a world that is constantly changing and creating disequilibrium by continually requiring human adaptation, more research is needed on attitudes of employees within these programs. Just as benefits and needs of industry change, so do the attitudes of the human element (Groves, Rath, McBinnor, & DeCarlo, 1979).

## CHAPTER III

### METHODS

The methods for this study were presented according to the following aspects: (a) subject selection, (b) determination of the values of industrial recreation, (c) development of instrumentation, (d) administration of the attitudinal questionnaire, and (e) statistical treatment of the data collected.

#### Subject Selection

The subjects selected for this study were 60 members of Trane Company personnel in La Crosse, Wisconsin. The subjects were chosen at random from an employee participant list provided by the company personnel department. After several meetings with the director of the personnel office, permission was given to use this list. The first group consisted of 30 randomly selected salaried employees and the second group consisted of 30 randomly selected hourly employee participants. The department of their employ was categorized by the company participant list. The two groups consisted of both male and female personnel. The period of time the subjects participated in the company recreation program was not used as criteria for selection.

### Determination of Value Components

An analysis of the related literature was done to establish a list of values related to industrial recreation. This list was refined by recreation educators at the University of Wisconsin, La Crosse, Wisconsin.

The listing of value components from the review of literature, as supported by the educators, was then subdivided into two value categories in regard to how the value affected: (a) salary and hourly employees, and (b) participants in the company recreation program. These value components formed the base for construction of the attitude questionnaire.

### Development of Instrumentation

Development of the attitudinal instrument was divided into two steps: (a) selecting the type of instrument, and (b) instrument construction.

The Likert type scale consisting of a five point continuum was selected for this study. A five point value was assigned to strongly agree, four to agree, three to undecided, two to disagree, and one to strongly disagree. By using this scale, it was assumed that an indication of the intensity of employee attitudes regarding the value of the company recreation program would be derived by scoring each questionnaire. Each questionnaire was scored by summing the assigned value and dividing by 30. The result yielded an overall score which was compared to the Likert

scale.

The statements were evaluated for content validity by the recreation educators at the University of Wisconsin, La Crosse, Wisconsin, and also, as contained in the review of literature. In addition, before finalizing the questionnaire, a select number of respondents representative of the groups to be studied were interviewed. They were encouraged to ask any questions as they responded to the questionnaire in an attempt to control any misunderstanding of the statements. These respondents reported complete understanding of the 30 questions. Subsequently, the development of the questionnaire was completed. These 30 statements were used to represent the attitudes held by employees regarding the value of their company's recreation program.

#### Administration of the Attitudinal Questionnaire

In administering the attitudinal questionnaire, an introductory cover letter was attached to the questionnaire. The nature and purpose of the study was briefly described along with the assurance that there were no right or wrong answers. All the information obtained was to be confidential and anonymous. The results of the study were offered to those interested.

The researcher delivered the attitudinal questionnaire and cover letter to the company during the second week of August, 1982, and they were distributed by U. S. Mail to those randomly chosen. The completed questionnaires were

returned through the Trane Company intra-departmental mailing system. Because of the cooperation provided by the Trane Company, the results were given directly to the company recreation coordinator and then forwarded to this investigator for analysis.

#### Statistical Treatment of Data

The field of statistics has developed to the extent that almost all research designs have alternative statistical tests which can be used to come to a decision about a given hypothesis. In this research paper, it was determined, after considerable consultation with faculty within the University of Wisconsin La Crosse mathematics department, that the  $t$  test was the most appropriate statistical test for determining the significance of the hypothesis. In addition, it was concluded that Chi square ( $X^2$ ) would be appropriately used to determine the independence of the two groups studied.

The  $t$  test was utilized because this study required that the researcher compare the difference between the means of salaried employees and hourly employees. Furthermore, the computation design for the  $t$  test of the significance of the difference between two means can be used in the case of two independent samples. This is the test commonly used to test the difference between two means when dealing with small samples since we can not assume that our data

and values of  $\underline{t}$  derived from them are normally distributed as are the parameters of large samples of 500 or more observations. However, it is assumed that the observations are drawn from normally distributed populations.

lation variance.

variances were pooled to get a better estimate of the population variance. Rather than use two separate variances from each of the samples as an independent estimate of the population, the two sample

$$EX^2 = EX \cdot \frac{N}{(EX)^2}$$

obtained by substituting into the following formula:

table. The sums of squares for each distribution were ob-

and the sums of the squares are shown at the bottom of the

columns are the squares of the first two columns. The means

a 50 item questionnaire are shown. The third and fourth

In Table 1, the scores of two groups of individuals on

Computer Center at the University of Wisconsin - La Crosse.

and hourly employees. These test scores were analyzed by the

down and analyzed as well as the grouped replies of salary

cent. The individual answers for each question were broken

replies were returned. This was a return rate of 60 per-

sent to participants, 17 salaried replies and 19 hourly

from all questionnaires returned. Of the 60 questionnaires

this study were developed by analysis of raw data results

The data utilized for the  $\bar{t}$  test and chi square in

## RESULTS AND DISCUSSION

### CHAPTER IV

The next step in the statistical treatment was to find the difference between the means of the groups. To find the difference between the means, the following formula was utilized:

$$SD\bar{X} = \sqrt{\frac{EX_1 + EX_2}{N_1 + N_2 - 2} \left( \frac{1}{N_1} + \frac{1}{N_2} \right)}$$

By substituting into the above formula, it was found that the  $SD\bar{X} = .037$ . This result allowed the researcher to proceed with the t test. The following formula was used:

$$t = \frac{\bar{X}_1 - \bar{X}_2}{SD\bar{X}}$$

The derived t equalled 1.62. Entering the t table at 34 degrees of freedom (df), we found that for this t value to be significant at the .05 level, it would have to be greater than 2.030. Hence, the null hypothesis stands. Refer to Table 1 on the following page. Symbols used:

$N_1$  - group 1 (Salary)

$N_2$  - group 2 (Hourly)

$EX_1$  - summation of the means for salary employees.

$EX_2$  - summation of the means for hourly employees.

$SD\bar{X}$  - standard deviation of the mean.

Table 1  
Scores of Two Groups of Individuals  
on the Same Questionnaire

$X_1$	$X_2$	$X_1^2$	$X_2^2$
3.3	3.7	10.89	13.69
3.3	3.6	10.89	12.96
3.5	3.6	12.25	12.96
3.4	3.4	11.56	11.56
4.3	3.3	18.49	10.89
3.5	3.7	12.25	13.69
2.9	4.1	8.41	16.81
3.9	3.0	15.21	9.00
3.7	4.1	13.69	16.81
3.9	3.7	15.21	13.69
4.0	3.5	16.00	12.25
4.0	4.0	16.00	16.00
3.3	4.0	10.89	16.00
3.2	3.4	10.24	11.56
3.9	3.9	15.21	15.21
3.5	3.6	12.25	12.96
4.1	3.4	16.81	11.56
	4.5		20.25
	3.7		13.69
$\Sigma X_1 = 61.7$	$\Sigma X_2 = 70.2$	$\Sigma X_1^2 = 226.25$	$\Sigma X_2^2 = 261.54$
$\bar{X}_1 = 3.63$	$\bar{X}_2 = 3.69$		
$\Sigma X_1^2 = 2.32$	$\Sigma X_2^2 = 2.17$		
$N = 17$ (Salary)	$N = 19$ (Hourly)		

A  $X^2$  test was run through the University of Wisconsin - La Crosse computer. The Chi square test was run on each question for the purpose of showing the independence of attitude on the value of the company's recreation program held by hourly and salaried employees. Analysis of each question at the .05 level revealed that there was no significant difference in the way salaried and hourly employees answered. The results suggest that the attitudes of salary and hourly employees were independent.

In Table 2, the results of the  $X^2$  computation are shown with the number of degrees of freedom (df) and values at the .05 level for questions 1 through 30. Notice that the df change. This is a result of the change in the  $X^2$  matrix for each question analyzed. Refer to Table 2 on the following page.

Table 2  
 $\chi^2$  Analysis of Two Groups  
 on the 30 Item Questionnaire

Question	df	$\chi^2$	.05
1	3	1.124	7.815
2	3	1.23	7.815
3	3	.544	7.815
4	3	.518	7.815
5	3	4.76	7.815
6	2	.390	5.991
7	3	7.47	7.815
8	3	2.09	7.815
9	2	4.39	5.991
10	3	3.01	7.815
11	3	1.23	7.815
12	3	3.98	7.815
13	3	1.37	7.815
14	3	1.83	7.815
15	3	2.01	7.815
16	3	2.06	7.815
17	3	.423	7.815
18	1	1.78	3.841
19	2	.139	5.991
20	2	2.37	5.991
21	3	3.10	7.815
22	4	2.92	9.488
23	4	6.32	9.488
24	3	.60	7.815
25	3	1.43	7.815
26	3	2.55	7.815
27	4	2.16	9.488
28	4	6.19	9.488
29	4	3.81	9.488
30	4	9.28	9.488

## CHAPTER V

### CONCLUSIONS, SUMMARY, AND RECOMMENDATIONS

#### Summary and Conclusions

In summary, it can be stated that for the employees studied, no attitude difference in regard to the value of participating in the recreation program was observed. Further, it can also be stated that although the two groups responded in a similar fashion, one group's attitude did not appear to influence the other group's attitude. For example, an analysis of 30 questions answered by employees from both groups revealed that the most common response was agree. This was especially true on items dealing with benefits derived from participation in the recreation programs. This observation is also consistent with information contained in the review of literature.

It was observed that employees from both groups indicated that one positive result of participation was improved communications between management and employees. Drawing from the answers to the questionnaire, it can be concluded that the Trane Company recreation program is mutually beneficial to the company and its employees. It follows that any increase or further development of the company recreation programs would be well accepted by employees and be beneficial to the company.

### Recommendations

The results led to the following recommendations for further study:

1. A similar study be conducted with other local companies to provide comparative data on employee attitudes toward company recreation programs.
2. A follow-up study be done with Trane Company, using non-participants as well as participants in the company recreation program.
3. A more specific study be conducted with a breakdown of the target population into age categories, sex, working shift, years of employment, at Trane Company and specific recreational preferences. This would further address the employee's needs and company benefits derived from the recreation program.
4. That the staff involved with the company recreation program at Trane Company review the results of this study and the comments written in by those answering the questionnaire.
5. A larger sample of employees be used if another study were conducted, thereby providing a better estimate of the population value or parameter.
6. To do a comparative study on two similar companies, one with a recreation program and one without. This could determine if recreation programs within a company influence production, absenteeism, and employee morale.

REFERENCES CITED

## REFERENCES CITED

- A delightful quandry faces Johnson Wax employees.  
Recreation Management, June/July 1966, 9 (5), 6-9.
- Berger, B. Playing at the Plant. Business Week,  
February 20, 1954, 74-80.
- Brozan, N. Company recreation, now it's more than  
softball. New York Times, November 25, 1979, 29 (44,  
412), 34.
- Burns, A. Should a manager participate in employee activi-  
ties? Recreation Management, May/June 1978, 21 (5),  
21-23.
- Burns, C. D. Leisure in the modern world. New York:  
D. Appleton - Century, inc., 1932.
- Carter, R. & Wanzel, R., Measuring recreation's effect on  
productivity. Recreation Management, August 1974, 17  
(6), 42.
- Engle, T. Employee Recreation. Time, September 13, 1954,  
64 (11), 96.
- Groves, D. L. & DeCarlo, W. B. Job satisfaction and  
productivity and the role of employee recreation.  
Recreation Management, February 1981, 24 (1), 29-30.
- Groves, D. L., Rath, J., McGinn R., & DeCarlo, W.  
Employee recreation: outlook for the future.  
National Industrial Recreation Research and Educational  
Foundation, 1979 1-37.
- Joyce, D. V. A study of the employee evaluation of the  
employees activities program at the State Farm Insurance  
Company, Bloomington, Ill. Unpublished Master thesis,  
University of Illinois, 1953.
- Kraus, R. G. Recreation today, program planning and  
leadership (2nd ed.) California; Goodyear, 1977.
- Prendergast, J. The 1950 mid-century recreation Congress  
in review. Recreation, December, 1950, 355.

Recreation in industry, department of education, community  
branch. Toronto, Canada, 1951, 32: 46.

The show goes on . . . and production peeks. Business Week,  
April 16, 1966, (1911), 122-124.

Wilson, T. B., Wanzel, R., Gillespie, V., & Roberts, C. J.,  
An introduction to industrial recreation (1st ed.)  
Iowa: Brown, 1979.

A P P E N D I X A

August, 1982

Dear Trane Company Employee:

This is a questionnaire concerned with how employees feel about their own recreation programs, specifically, the program you participate in at The Trane Company.

Company recreation for the purpose of this study includes those activities that occur during your free time off-the-job, including your lunch period, but are associated with the company in some manner. Examples of some of these programs include sport activities, tournaments, leagues and trips. These examples are not intended to cover the scope of your company's recreation program.

Only a limited number of employees will take part in this study. You have been randomly selected to complete this questionnaire. Once you have completed the questionnaire, please insert it into the envelope marked "Confidential" and return it to Building #14 in care of Judy Ruedy. The questionnaire can be filled out without signature and information will remain confidential. Results of the study will be offered to those requesting them.

Although Trane has given permission, this study is being conducted as a graduate study at the University of Wisconsin, La Crosse. Your cooperation in completing this questionnaire is greatly appreciated.

Sincerely,



Joan Frawley  
Graduate Student  
University of Wisconsin, La Crosse  
Department of Parks and Recreation

A P P E N D I X B

## COMPANY RECREATION SURVEY

Directions: The statements on the following pages are concerned with how you feel about your company's recreation program.

Please circle one of the five letters to the right of each statement which describes your opinion about the statement.

The five letters mean:

- A - You strongly agree with the statement.
- a - You agree with the statement.
- U - You are undecided as to how you feel about the statement.
- d - You disagree with the statement.
- D - You strongly disagree with the statement.

There are no "right" or "wrong" answers to these statements. The information given will remain confidential. You are only asked to indicate your position within the company as either hourly or salary.

TRANE COMPANY RECREATION SURVEY

Please check the line that describes your position in the company.

\_\_\_\_\_Hourly \_\_\_\_\_Salary

Remember, circle the letter that best describes your opinion about the statement.

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1. Production is increased by participating in the Company recreation program.	A	a	U	d	D
2. A company recreation program helps in the release of stress that can build up while on the job.	A	a	U	d	D
3. Employee absenteeism is reduced by participation in the company recreation program.	A	a	U	d	D
4. An improved attitude toward work can be a factor relating to participation in the company's recreation program.	A	a	U	d	D
5. A sense of on-the-job team spirit can result from participation in the company's recreation program.	A	a	U	d	D
6. Increased job cooperation can result from participation in company sponsored team sports.	A	a	U	d	D
7. A company that provides recreation programs is less likely to have a high job turnover.	A	a	U	d	D
An improvement in employee's health can result from participation in the company recreation programs.	A	a	U	d	D

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
9. In general, company recreation participation makes for a happier employee.	A	a	U	d	D
10. By providing a company recreation program, employee morale is improved.	A	a	U	d	D
11. Being involved in a company recreation program after work helps to shorten a workday.	A	a	U	d	D
12. A greater sense of loyalty to the company can be created by offering Trane Company sponsored recreation programs for employees.	A	a	U	d	D
13. A company recreation program improves employee attitudes toward their work.	A	a	U	d	D
14. By taking part in the company's sport programs, an employee's physical health will improve.	A	a	U	d	D
15. By participating in the company's recreation program, relationship between salaried and hourly employees are improved.	A	a	U	d	D
16. Providing company recreation programs gives a company the reputation of being a good place to work.	A	a	U	d	D
17. Salaried and hourly employee friendships are enhanced by the company's recreation program.	A	a	U	d	D
18. By participating in the company's recreation program more opportunities to meet employees from other departments are possible..	A	a	U	d	D
19. Salary and hourly employees participate in the same company recreation programs.	A	a	U	d	D

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
20. Company recreation programs are offered to employees at all job levels.	A	a	U	d	D
21. Communications are improved between salary and hourly employees by participating in company recreation programs.	A	a	U	d	D
22. All employees are aware of the recreational programs offered by The Trane Company.	A	a	U	d	D
23. Company recreation programs should be offered as one of the employee benefits, such as, health insurance or the pension plan.	A	a	U	d	D
24. The company needs to offer a wider variety of recreation programs.	A	a	U	d	D
25. Employee recreation is operated jointly by both salaried and hourly employees.	A	a	U	d	D
26. The money spent for company recreation benefits only a few employees.	A	a	U	d	D
27. The company recreation program should be fully funded by the company.	A	a	U	d	D
28. The company recreation programs are scheduled to accommodate all shifts.	A	a	U	d	D
29. Participants in the company recreation program should be required to financially support the company recreation program.	A	a	U	d	D
30. New employees have a difficult time getting established in the company's recreation program.	A	a	U	d	D



