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REFLECTIONS: WORK PLACE SERVICES

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ABSTRACT

The profession of employee services was an outgrowth of an early recreation movement at the turn of the 20th century. This does not suggest that there were not programs before this date. It only indicates that the importance was recognized at this point in time.

It flourished through a professional organization that began in the 1940's and eventually saw its demise in the mid-2000. This does not suggest that this movement is not alive today. It only implies that the problems were organizational.

This manuscript is a reflection on past endeavors of the employee service and considerations of its present and future status. The primary focus will be upon efforts related to programs and trends that will reflect current and future populations. The emphasis is upon the sustainability of the employee service movement and how to ensure its future. The development of the manuscript will be historical and looking at the basic theories and constructs and how these principles can be applied now and in the future.

Keywords: employee services, return on investment, trend analysis, social auditing, and program outcomes.

VIEWPOINT

This manuscript is a stream of conscience of personal experiences with employee services. It was divided into the following sections:

Definitions

Introduction

Nature of Program Change

Funding

Perspective

Music/Choral Program

Program

Nature of Program

History

Objects

Types of Programs

Summary

Social Auditing/ Path Analysis

Status of Programs

Status of Program/Lost of Interest

New Beginnings

Outcomes

Framework

Individual

Organization

Data

Model

Type of Assessment

Example

Summary

The development follows a sequence from a historical cultural perspective to a research approach to identify issues and a case study to illustrate potential applications of topics identified. It is strictly an approach that has application from a personal and developmental perspective.

DEFINITIONS

Blue Collar and White Collar: This word blue collar is used extensively in literature. It has many connotations and is reflective of lower status and ability. This is not a true representation of the audience that is being portrayed. These individuals are skilled, have much talent, and are excellent leaders. A more appropriate word may be open collar. Many of the creative organizations, especially high-tech, depend upon well-educated and imaginative individuals to build an effective organization. The word education does not necessarily mean a college degree, but represents work experience, technical degrees, etc. White-collar is a term that reflects importance and influence within the organization. It indicates the use of intellects and not hands for the job function. A more appropriate term would be leadership and the word organization can be added that signify the position in the organizational chart.

Management and Labor: These terms are very frequently used to describe one's position in an organization. Management is a positive phrase that is related to decision-making and an administrative position in the organization. There is a stigma attached to the word labor. This represents a lower position in the organization that has little talent and ability to effectively contribute to the organization. A better approach to describing the organization is to define the various positions and responsibility without using these labels that are reflective of a cast structure within an organization

INTRODUCTION

Diehl, L. J. and Eastwood, F. R. 1940 *Industrial Recreation: Its Development and Present Status*, Purdue University, Lafayette, Indiana.

Employee services (Work Place Services) has been a positive element in many corporations. Historically, it had its beginnings as an organization in the 1940's. There was an interest in organize programs from the 1890's. Employee services prospered in the past and there has been a lack of interest in recent years. The reasons for this loss of interest are quite varied. This does not suggest that there are not any organizations using this concept. This manuscript will focus upon the historical and future aspects of the employee services. The primary purpose is to examine theoretical threads of employee services and identify there implication for the future. These constructs have their roots in the 1940's. In fact, these threads have survived, though different populations' interests and changing times. These core ideas still have applications based upon developing programs that reflect changing interests now and in the future. It is important to understand how these threads can be applied dynamically in today's organizations. An historical perspective based upon core needs must be used to get a complete understanding of the theoretical concepts.

This manuscript reflects experiences from working with individuals who developed some of the basic theories. It is obvious that the originators have long since passed away. Their writings provide insight into their experiences and the how and why basic principles apply. Therefore, this document is a clinical perspective that is neither qualitative nor quantitative. It is strictly an examination of history and writings from a personal viewpoint.

The employee service director most often has been the link between management and labor. This is a difficult position because there are pressures from both sides. This pressure depends upon the type of organization regarding its management philosophy. The philosophy has a range from theory X to theory Y. Some recognize the employee as an individual who needs close supervision because they lack motivation. The other perspective is that the individual as a motivation that is a natural outcome of their personality. Each of these perspectives gives rise to a specific management philosophy. There are many different positions between these two ends of the spectrum. It must be recognized that this manuscript is not taking a position favoring any management philosophy. Different management philosophies have been successful in different situations.

An example that will help, in this discussion, is that there was a visit to one of the top steel manufacturers in the United States that was out producing all foreign competitors. When this organization was visited, it was an old-time management philosophy that was very direct and authoritarian. Once the visit was complete, there was a lack of understanding of the high job satisfaction and productivity. Many observers thought that this type of management style would not work in these days and times. Through a focus group discussion, it was realized that the

primary success of this operation was management by peer pressure. The employees were organized into work teams and were paid on the basis of piecework. The pay was very good as long as the team functioned as a unit. If a new employee did not function well with the team and they lost revenues, the new employee was removed from the team based upon the employees' recommendations. In the days of quality management, teamwork, etc., this approach seemed archaic. This proves different management styles work under a variety of conditions. A contingency approach to management is favored and does not have a positive or negative view of any management philosophy.

No matter the management philosophy, the primary concern is return on investment. Most of the employee's service programs have some type of social outcomes and are very hard to justify. There has been a constant concern of how to answer the questions of investment and how these programs directly influenced the organization. Return on investment is a gross measure and does not give information on how to change programs. It is a statistic measure, which is, used to evaluate the position of a program as it relates to the status of an organization. This essentially is justification not improvement through change. Historically, there has been a constant effort to influence management to accept employee services as an essential management function. Much of evidence provided to justify programs was anecdotal, unless, the CEO and/or CFO were disposed to provide programs based upon a humanistic perspective. Another approach was that most CEOs had an interest in activities like jogging and as a result the organization was very willing to provide such a program for employees. Such a jogging program often turned into a health promotion program.

NATURE OF PROGRAM CHANGE

Joppe, M. and David Martin, D. (Collaboration: Duff Shaw) 2001 Determining The Return On Investment of Incentive Travel Programs, The Incentive Research Foundation, New York, New York.

Information is needed, not only to justify programs, but to know how to change them to make them more effective. Most program assessments were done to determine interests, not needs. This involved providing a list of benefits and/or activities and trying to determine in which the employees are interested. Employee service organization's research involved tabulating associated employees interests. There were also some cursory studies to determine job satisfaction, productivity, etc. The primary focuses of these studies were overall outcomes or gross measures. What is needed and still is: an assessment of activities or benefits by type and the outcomes associated with each. This type of specific information or component measure helps determine which activity has what type of effect upon employees and the organization. It must be remembered that not only does a particular activity or benefit have an outcome, but it also is affected by how this activity or benefit is implemented. The model for this type of assessment is an activity or benefit related to a specific outcome. This type of information helps

to understand activities and benefits in a prescriptive framework. When this type of assessment is provided, it is possible to know how to make program changes that maximize impacts for the employees as well as the organization. This type of evaluation can be done qualitatively and/or quantitatively.

An approach that may provide this information is social auditing. This is a mechanism in which a path can be established among activities, benefits, and outcomes. It is in understanding the path between the activity and the outcome and the influences that are related to the different sequences that gives rise to the prescriptive nature of an assessment. This presents a clear cause and effect and helps to make changes in the program as well as the consequences at each stage along the path. It is very challenging to obtain information and is a model that is very difficult to implement. Comprehensive analysis is needed to complete such a study and it takes individuals who are very perceptive and can see relationships from a systems perspective. Once a path for each activity and benefit has been established, then cost can be calculated and the dollar associated with social outcomes can be related to return on investment. This information can be used to make effective decisions about changes in programs.

FUNDING

Walter, B. M. and Work Shop Committee 1959 Evaluation of Industrial Recreation, Industrial Recreation Workshop/Thirteenth Annual, Purdue University, Lafayette, Indiana.

The subject of cost benefit analysis is a multifaceted issue. It reflects the way employee service programs are funded. Some are completely funded by the organization and have a fulltime staff. Other programs are funded by volunteer employees through a controlled structure. There are a few funded through a blend of these two programs. Some programs are subsidized through a third party that may include sponsors, vending machines, etc. This type of funding has a strong bearing on the calculating the return on investment and as a result objectives of a program. The focus of organization funded program is from the top down. Funding from employees is from the bottom up. The bottom up program is primarily based upon employee objectives with the organization concerns secondary. Third party funding is directly depending on whether the third party funding is employee and/or organization based.

Financing is a complicated issue that is influenced by the funding source. There are many different ways of funding programs. Those presented are only a few. The primary concern is whether the financing is intrinsic and/or extrinsic. Extrinsic funding is more plausible because it lightens the financial burden on the organization. The only problem with this approach is there is less control. If control is an issue, then the intrinsic design is the best. An extrinsic approach that is collaborative and/or cooperative with the employees and community helps the organization develop better relations. It also has a buy in effect that creates involvement and ownership. The critical element in an intrinsic approach is the relationships between management and labor. If

either one of these members are in a dominant position there usually is friction. Where there are true collaborative and/or cooperative relationships, this type of approach works better in achieving both individual and organizational objectives.

PERSPECTIVE

Birbeck, D. and Andre, K. 2009 The Affective Domain: Beyond Simply Knowing, ATN Assessment Conference 2009: Assessment in Different, Learning and Teaching Unit, RMIT University, Melbourne, Australia, p 40-47.

Pierre, E. and Ought, J. 2007 The Affective Domain: Undiscovered Country, College Quarterly, Vol. 10 (4), p 1-7.

Employee services is historically a very complex system, this brief introduction only provides a framework in the exploration of return on investment. This is a case study that explores the issue of return on investment based the relationships between activities and benefits and their influence upon outcomes.

There are many different types of programs in which this case study could be completed, but one of the most interesting is cultural arts because it is the least examined and emphasized. Most of the programs have been fitness or athletic based. One of the unique outcomes of cultural programs is the development of emotional intelligence. Most of the assessment dimensions deal with intellectual and/or psycho motor consequences. These are usually assessed because they are easily measured and have hard outcomes. Those effects dealing with emotion are intangible and often very hard to measure and understand. The one cultural program that was used in the study is music and specifically choral programs. A brief historical review will be completed to provide a perspective.

MUSIC/CHORAL PROGRAMS

Kendall, J. C. 1952 Planning and Organizing Music Activities, Jackson Anderson (Ed.), Proceeding of Seventh Annual Industrial Recreation Conference, Purdue University, Lafayette, Indiana

In the 1950's, Dr. John Kendall proposed a music program for companies. This was an innovative concept because most of the program emphasis was on athletics. It was a comprehensive program that outlines three different levels for employee services. The

manuscript outlined the administrative aspects and potential outcomes. This is a program that you would not expect this early in the development of the employee service movement.

The proposed program was very traditional that was used in school systems. This program was modified based upon adult participation. The purpose of the article was to outline a program developed for industry. (The following quotes were from the Seventh Annual Conference. Intellectual Property of the Conference was partially held by the National Industrial Recreation Association. As a result these quotes are provided because the Journal has obtained permission to use this information through the National Organization.)

Purpose

The ultimate aim of music in the field of industrial recreation is to provide a medium whereby all employees and members of the administration may find a common meeting ground for emotional outlets and cultural advancement. It is not uncommon for the shop employee, the foreman, and the executive officer to be found playing or singing together in the same organization and blending their talents in the production of harmonious concord of musical achievement – truly Democracy in action.

Pg. 10 (Quote)

Program

The recommended program was divided into 3 levels. The first level was designed for beginners to develop an appreciation and rudimentary skills. This may be a desire that has not been fulfilled this point in life. The second groups were individuals who had participated in some type of music program and had developed some skills from previous opportunities. An interesting concept was that the individuals in this group could serve as leaders to help those in the first group. This group needs to be under the tutelage of individuals who have a proficiency in their area of interest. The third group was for those who have reached retirement age and wish to carry on with their musical interest. This type of program was designed to keep their interest in life and involvement that is related to health. These individuals may also be an excellent resource for the music program in the company.

Pg. 10

Nature of Program

It is well to remember that music should provide fun for everybody. When the organization becomes too highly specialized, there is danger that it may disintegrate into a program that will provide opportunity for a limited group of prima donna performers.

Pg.10 (Quote)

Types of Programs

The types of musical programs and industry vary widely. They included such programs as chorus, barbershop quartet, stringed instruments from Treo to symphonic orchestra, small group stringed instrument such as trios, quartets and sextet's, piano and keyboard, bands and orchestras, drum and bugle Corps, funny instruments such as harmonicas, flutophones, military type bands, and historical instruments.

Pg. 11-12

History

One of the first captains of industry to recognize the value of music and industrial organizations was John Wanamaker. Back in 1876, he took the first step in bringing melody into the work day. In his Philadelphia store, a small organ was installed to accompany the clerks in their good morning-song fest. This unprecedented treatment of employees sparked so much interest in music participation that the clerks themselves started forming orchestras, choruses, and bands.

A more serious aspect in the music-while-you-work plan, developed in Montana mining village. The management was disturbed by the lack of recreational opportunities for the miners. There was little opportunity for use of order to combat this unfortunate situation, a butte mines band was formed in 1887, among the men of the Boston – Montana Cooper Manufacturing Company. This organization gained national prominence within a decade in the man put aside their tools and frequently traveled around the country playing for conventions and other meetings of national importance.

In 1883, the North Fork and Western Railway Band of Roanoke, Virginia was organized. This band has been in constant operation ever since that time, and last year won first place in competition with leading industrial and some professional bands throughout the country.

Pg. 12 (Quote)

Objects

1. Employees continue musical experience
2. Provide employees with no previous musical experience the opportunity to perfect skills and participate in organized musical groups
3. Provide employees and programs that fit their needs
4. Provide retirees the opportunity to continue their interest in music and enrich their older years
5. Encouraged good relationships between workers and management
6. Encourage fraternal relationships among them employees

7. Advance and improve company prestige

Pg. 12-13

Summary

These objectives are very rudimentary and reflect the times in which the article was written. The focus obviously is on the employee and relationship to their musical interests. The author had extensive experience with employee service audiences and these objectives reflect the basis of an employee service program. The programs outlined are quite innovative and has much meaning to the employee service programs today. These objectives are also reflective of trying to translate musical programs from schools and universities into an employee service perspective.

It is important to recognize that the objectives are important, but more important is the outcomes from an effective program. Some of the outcomes or benefits that have been identified from research that the author conducted were:

- 1 An increase in efficiency
- 2 Increase in productivity
- 3 Greater harmony and goodwill among workers
- 4 Familiarity of musical selection is important
- 5 Lowering the absentee rate
- 6 Lesson tension
- 7 Decreased the number of accidents
- 8 Increased punctuality
- 9 Stimulated morning conversations
- 10 Greater interests in job and company
- 11 More pleasant environment and fewer complaints

Pg. 13-14

SOCIAL AUDITING/ PATH ANALYSIS

Mook, L. (Ed.) 2013 Accounting for Social Value, University of Toronto Press, Imprint Toronto, Ontario.

Rowe, C. D and Noakes-Fry, K. 2017. Simplifying Cause Analysis : A Structured Approach, Rothstein Publishing, Brookfield, Connecticut.

Tamanna, M. K. 2018 Employees' Perception about Social Accounting Practice by Commercial Banks of Bangladesh, *Asian Business Review*, Vol. 8 (2), p 63-68.

Ziedelis, S. and Noel, M. (2011). Comparative analysis of Nuclear Event Investigation Methods, Tools and Techniques, http://publications.jrc.ec.europa.eu/repository/bitstream/111111111/16341/1/reqno_jrc62929_jrc-str_fv2011-0513.pdf%5B1%5D.pdf

There is great diversity in how these musical programs were implemented. It was used from telephone greetings, to music played throughout the organization, and performance and concerts. It was noted that the opportunity to participate on an individual basis increase the effectiveness of the program.

The approaches used in this article and other articles often identified the objectives, benefits and outcomes, but do not address how these outcomes were achieved. In order to more effectively design prescriptive programs, it is important to understand how these effects are achieved and what mechanisms have produced these outcomes (Social Auditing/ Path Analysis). Understanding the nature path is essential, even if the results can be effectively measured. The effective implementation of a program adds to its benefits in terms of discerning intervening variables and outcomes along the established paths. Social auditing is the assessment process that will help define the links between the activity and the outcomes. This will help define on a prescriptive basis the effects of a particular activity and the benefits that can be achieved.

STATUS OF PROGRAMS

Paskind, A. 1958 The How and Why of Company Choruses, *Recreation Management*, Vol. 1(4), p 20-23.

After review of the innovative 1952 article, there was another manuscript that appeared in *Recreation Management* by Paskind that defined music programs and industrial recreation. At this point time, the choral programs were extensive. The findings indicated that music programs, especially choral programs were very effective. In fact, it was found that 74% of all industries over 250 employees had some type of choral program of some type. The reason attributed to the popularity of the program is the ability of employees to participate in such a program. This is a direct reflection of the popularity of singing and the effect of vocal participation by individuals from singing in the shower to singing with popular music while in the car.

One of the programs highlighted was the vocal group of US steel. This program was organized in 1932 and after the war it was so popular that it was divided into 3 groups of significant size. There were a number of ways to support these industrial programs from company support to

programs that were self-supported. Usually there was some type of company support. Many raise funds through voluntary donations and any money made above expenses was donated to charity. The driving force for these choral groups began with extrinsic motivation but very quickly developed intrinsic motivation. Often these choral programs involved family and friends.

In the recent past, choral programs were in very few of employee service programs in the United States. This reflects a movement away from cultural programs and toward other interests. Some of the programs have been fused with community choral groups such as churches, community performance groups, recreational programs, etc. It's difficult to speculate about why there has been a loss of interest in industry in choral programs. Choral programs in early surveys by the Industrial Recreation Association scored high. The number of people participation in choral programs within a community is quite high and why this has not transferred to industry is a question that is difficult to answer. The societal demand is still quite high. Individuals have participated in high school, college, churches and still need an outlet to express their musical talents.

A basic premise to understanding a program is a historical perspective and its relationship to a return on investment for employee service programs.

STATUS OF PROGRAM/LOST OF INTEREST

<http://archive.jsonline.com/news/opinion/99660119.html/>

https://books.google.com/books?id=5GZZWBRy2BwC&pg=PA352&lpg=PA352&dq=general+electric+employee+choral+music+program&source=bl&ots=6SnmXwJ5x0&sig=ACfU3U3BP3r7pf9kroK6KmcH3KIE47b-Bw&hl=en&sa=X&ved=2ahUKEwjAwt_oZbpAhVWUs0KHwLdBKIQ6AEwAHoECAgQAQ#v=onepage&q=general%20electric%20employee%20choral%20music%20program&f=false

https://books.google.com/books?id=hIblAAAAMAAJ&pg=PA143&lpg=PA143&dq=general+electric+employee+choral+music+program&source=bl&ots=ULLVUV6v3R&sig=ACfU3U04bi3ff0g_d1pZ6ZDqqtqBRRz8A&hl=en&sa=X&ved=2ahUKEwjAwt_oZbpAhVWUs0KHwLdBKIQ6AEwCXoECAkQAQ#v=onepage&q=general%20electric%20employee%20choral%20music%20program&f=false

<https://mcfta.pastperfectonline.com/archive/BB47020B-E228-48E1-8209-972308453755>

<https://www.cnyhistory.org/2017/01/crouse-hinds/>

<https://www.cnyhistory.org/2017/01/syracuse-china/>

<https://www.smartindustry.com/blog/smart-industry-connect/the-newold-meaning-of-orchestration-and-the-quest-for-the-connected-enterprise/>

https://www.syracuse.com/news/2011/12/former_factory_workers_are_put.html

<https://www.wuwm.com/post/long-ago-days-allen-bradley-orchestra-and-chorus-0#stream/0>

Poland, A. B. 1976 A History of the Dow Chemical Company Music Department, Thesis, Michigan State University (Department of Music), Lansing , Michigan. (Digitized Aug 27, 2018)

Poland, A. B. 1976 A History of the Dow Chemical Company Music Department, Thesis, Michigan State University (Department of Music), Lansing , Michigan. (Digitized Aug 27, 2018)

<https://mcfta.pastperfectonline.com/archive/BB47020B-E228-48E1-8209-972308453755>

https://books.google.com/books?id=hIblAAAAMAAJ&pg=PA143&lpg=PA143&dq=general+electric+employee+choral+music+program&source=bl&ots=ULLVUV6v3R&sig=ACfU3U04bi3ff0g_d1pZ6ZDqqtqBRrz8A&hl=en&sa=X&ved=2ahUKEwjAwt_oZbpAhVWUs0KHwLdBKIQ6AEwCXoECAkQAQ#v=onepage&q=general%20electric%20employee%20choral%20music%20program&f=false

https://books.google.com/books?id=5GZZWBRy2BwC&pg=PA352&lpg=PA352&dq=general+electric+employee+choral+music+program&source=bl&ots=6SnmXwJ5x0&sig=ACfU3U3BP3r7pf9kroK6KmcH3KIE47b-Bw&hl=en&sa=X&ved=2ahUKEwjAwt_oZbpAhVWUs0KHwLdBKIQ6AEwAHoECAgQAQ#v=onepage&q=general%20electric%20employee%20choral%20music%20program&f=false

<https://www.wuwm.com/post/long-ago-days-allen-bradley-orchestra-and-chorus-0#stream/0>

<http://archive.jsonline.com/news/opinion/99660119.html/>

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<https://www.cnyhistory.org/2017/01/crouse-hinds/>

https://www.syracuse.com/news/2011/12/former_factory_workers_are_put.html

<https://www.cnyhistory.org/2017/01/syracuse-china/>

There is little doubt from the 2 previous articles that music programs, especially choral was popular in the 40's through the 70's in the United States. The programs were well-designed and had positive outcomes. Many of these outcomes were supported based upon an intuitive assessment. The most important outcome to the company was obviously public relations and a more intense dedication of the participants to the company in a variety of ways. These programs were assessed differently based upon company needs. Competition among choral groups added an additional incentive for the companies to support these types of programs. The most important question was what has happened to these programs because they had been lost through time in the United States. This represents a time span from 50 to 70 years. In these ensuing decades, the enthusiasms for these industrial programs have been lessened.

The information provided so far has explored the foundation of music programs, especially choral groups within employee services. The golden age of these programs in the US was from the 40's through the early 70's. Why has interested in these programs been Lessened?

In order to answer this question, previous information sources were used to try to delineate some of the successful programs and why they are not involved with the company. A historical review was completed and resources were identified and conclusions developed from these materials. It must be noted that there is very little historical materials that could be identified to follow up on the programs recognized in the two previous articles

The best way to explore the evolution of these programs was to review some of the most extensive music programs and try to determine what has happened. This does not suggest that there are not remnants of these programs today in industry and community groups that are supported by industry. There are 3 possible explanations for the demise of these programs. One is that the company is still in operation but there was a declining interest in these types of programs because of the changes that occurred in society, especially the type of popular music. Many of these industries have had a significant decline in employee services and have even outsourced their programs. Another reason that seems to be significant is that the company where these programs were held did not change with the times and indeed they are out of business. An additional reason is that some of these companies were purchased by other investors and there was not an interest in carrying on these types of programs. These types of programs obviously have a community base and these new owners had other interests. The one common thread through most of these programs is that the companies themselves had some cursory interest in music and understood well its effect upon the employees and the community where it was located. These programs were often public relations programs and that's the reason why a company usually supported them. It must also be noted that some of these programs evolved and the company has continued to support music programs in the community and provide support and facilities for these programs.

NEW BEGINNINGS

<https://bigthink.com/culture-religion/workplace-choirs>

<https://bigthink.com/culture-religion/workplace-choirs>

<https://blog.chorusconnection.com/getting-corporate-sponsors-for-your-chorus>

<https://blog.chorusconnection.com/getting-corporate-sponsors-for-your-chorus>

<https://blog.chorusconnection.com/why-your-company-should-start-an-employee-choir-immediately>

<https://blog.chorusconnection.com/why-your-company-should-start-an-employee-choir-immediately>

<https://www.americansforthearts.org/by-program/promotion-and-recognition/visibility-campaigns/partnership-movement>

<https://www.chorusamerica.org/article/chorus-education-programs-today>

<https://www.chorusamerica.org/article/chorus-education-programs-today>

<https://www.partnershipmovement.org/partnership-inspiration/arts-blog/business-spotlight-ceo-shares-language-music>

<https://www.partnershipmovement.org/partnership-inspiration/success-stories/employees-and-arts-make-beautiful-music-together>

The interest of choral groups and participation in workplace has definitely lessened in interest in the US, but there still is an active remnant in the United States. This involvement has been stimulated by the musical Association of Americans for the Arts and The PARTnership Movement. The original interest was also developed and cultivated by the American Music Conference. The workplaces involved in today's choral interest are primarily based upon professional workplaces. In the past, the interest was from the bottom to the top of the organization. As a result, it had a significant influence throughout the organization. A good example of this kind of participation internationally is the widespread interest in choral groups in UK and Southern Ireland. There is more than a budding interest. The involvement is very extensive and has had a widespread effect upon organizations. The workplace in this context is not only companies but different types of organizations from government to voluntary

associations. The most important dimension to the study is the types of outcomes that have been achieved, especially in UK and in Southern Ireland.

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Primary outcomes of choral programs are based upon emotional intelligence. Emotional intelligence is directly related to moods as building blocks to the development of maturity and stability. It is important to understand how these indicators of emotion are related to outcomes of the organization. The goal of an emotional development program is to establish a hierarchy of emotional stability that will allow the individual to be able to perform life functions as well as work functions to achieve a high degree of life and work satisfaction. The first step in development of this type of program is to understand the outcomes from previous choral programs that are directly related to both the individual and organization. A classic framework

for this type of approach is one developed by Mouton and Blake. This views the organization in terms of both individual as well as organizational outcomes.

The outcomes from a choral program are quite diverse. In order to get a perspective on individual and organizational outcomes, websites of programs were reviewed to obtain the nature of the programs. Since there were very few programs in the United States, only a cursory review was performed on these web sites. Two hundred and twenty four websites were reviewed for the UK and Southern Ireland. These websites were identified through a chrome browser using the word workplace choral groups. It is recognized that there are more programs than were identified through this initial search. This review will give an initial indication about data related to the nature of the program and outcomes. A thematic content analysis was performed in order to obtain a perspective on the types of programs as well as the outcomes of these programs. The significant outcomes isolated were:

Becoming a star/competition

Better health

Develop a sense of charity through raising money for populations in need

Develop communication skills

Feeling linger with involvement

Formation of group develop, that is, organization, administration, and leadership skills

Goal development

Happier person

Helps people want to stay with the company/improvement of retention

Higher commitment to the workplace

Improvement of environment and workplace

Improvement of leadership

Improvement of mental health

Improvement of self-concept

Improvement of organizational culture

Improvement of ownership in the company

Improvement of personal well-being

Improvement of safety

Improvement of work relationships

Increase camaraderie among employees

Increase in productivity

Increase of loyalty to the company

Increase of ownership in the company

Increase performance/achievement

Increase productivity

Increase recognition by peers

Job satisfaction

Know how to get along with fellow employees

Know how to get things done

No labor problems
Outcome oriented
PR
Reduce isolation
Reduction of burnout
Reduction of stress
Relax
Rapport with peers
Teambuilding
Will being

FRAMEWORK

Beersdorf, W. W. 2018 Perspective: Meeting Individual and Organizational Wellness Needs, FBI Law Enforcement Bulletin, Dec., p1-7. (Internet Access)

Groves, D. L., H. Kahalas, and D. L. Erickson 1975 A Suggested Modification to Maslow's Need Hierarchy, Social Behavior and Personality, 3(1), p 65-69.

Guest, H. S. 2014 The Psychologist, Maslow's Hierarchy of Needs—The sixth level, Vol 27(12), p 982-983.

Lussier, K. 2019 Of Maslow, Motives, and Managers: The Hierarchy of Needs in American Business, 1960–1985, Journal of the History of the Behavioral Sciences, Vol. 55(4), p 319-341.

The outcomes identified from the study are not comprehensive because there are others. These were the ones that were mentioned the most frequent (At least 3 or more times). The most frequent items mentioned were reduction of stress, happiness, and achievement.

A framework that can help understand these outcomes were a topology that was developed by Maslow recognizing that there is a hierarchical relationship among the categories that he identified: From the bottom of the hierarchy upwards, the needs are: physiological, safety, love and belonging, esteem, and self-actualization. A modification of Maslow relates to the top categories and the dividing of the hierarchy into individual versus other directed dimensions. Another framework that can help understand these types of outcomes is the Mouton and Blake topology. In this topology, outcomes are divided into 2 categories: individual and organizational and it is the interaction of these 2 categories that gives a perspective in regard to how the interactions of these two groups is dynamic and can alter the nature of an organization structure and function. The key element is change.

Individual

Individual outcomes provide insight into how change can be perceived from the bottom up. Not all management systems have this type of approach but no matter the perspective from the bottom or the top, if the individual is not socialized into the system, then relationships are dysfunctional. From an individual perspective, it is important to recognize that emotional development begins with conditions that develop moods related to positive feelings. These feelings create change in a person's disposition. As an example, an individual can have a very bad day with anxiety and if they listen to some of their favorite music this changes the emotional condition or mood. This music is associated with positive feelings and has the influence to develop change in position. If the positive moods are associated with temporary elements, there is little positive change. If the positive moods are associated with constructive bonding related to meaning of the individual, it has the potential to create change. These associations or bonds are the building blocks that begin the process. These blocks are dynamic and depend upon the nature and personality of the individual of how they are developed. Each individual is unique and the more bonding attachments the stronger the links and the more likely change. The central element is the individual and the establishment of position of some aspect of self-confidence or self-worth as it relates to the bonding process. In this phase, the individual is beginning to explore the nature of their identity and their capabilities. Once the individual has an understanding of self, then the social environment is the critical domain. This environment depends upon the interaction of the individual and the environment and the group dynamics. These interactions will either support or detract the individual's self-concept. Moods are again building blocks for change. The nature of the self-image is essential to the success of the interactions. Those with a strong self-image can overcome any negative development. Those with the weak self-image are at the mercy of the group and the interactions that will strengthen or weaken the individual's position in the group. Sometimes these group interactions there cause regression and a withdrawal. The structure and function of the group is very important to the development of the emotional stability of the individual and group is the context in which this emotional stability has the potential to develop. The next phase of development is bifurcated. The individual can further develop a state of higher self-worth that has been turned self-actualization. This is a condition in which the confidence and the identity of the individual are at maximum capacity. This does not mean that there's not always room for improvement, but what it really signifies is that the individual is rock-solid in relationship to their skills as well as their position within the group. In these group interactions, it is a normative process; the important dimension is knowing ones abilities and being satisfied and competing with self. The standards that are set are self-imposed. The other element of bifurcation is leadership. This is a condition in which the individual because of their position in the group has achieved a consensus of the group to provide advice and direction to the development of group policy. This is a condition that depends upon the leadership style of the individual. The primary question is one of importance and effectiveness of achievement in the group. This is very closely tied to the idea of success. The primary question is what is the definition of success and how is it measured.

Organization

From an organizational perspective, basic elements in terms of outcomes are the safety and security of the employee as well as the organization. The initial outcomes directly depend upon a basic environment that will allow the employees to perform at an efficient level. This involves the health of the individual as well as the environment that provides a level of comfort and security. This type of perspective is one that develops familiarity and allows for the organization to cultivate a compatibility with the individual and their family or social group. The nature of this type of security is not only atmosphere but one that provides a living wage and advancement so that the individual will have a future that is directly tied to the organization. Another dimension is that the individual and the organization must identify with each other. There is a marriage and a social environment that provides support and gives an organization an identity in which the individual is proud to be associated. It affords an involvement that allows the individual to mature and develop a sense of worth and social well-being. This social setting is a lubricant that moves the organization forward, or if it is dysfunctional, it can result in a static quote or a destructive sequence of events. The basic nature of this type of interaction is one which allows the organization to adapt to change during all types of economic as well as environmental conditions. An organization that only has one perspective and does not mature and grow is one that will eventually fail. The organization must be seen and felt as a dynamic collection of individuals that is alive and matures. This maturation process is the organization trying to reach its potential to seek its position as an agent of change within the society. Every organization must strive for social responsibility and purpose beyond maximization of profits. Each organization has a social responsibility to its employees as well as a general society to make a significant contribution to enhance the community in which it is a member. This enhancement is one in which it can serve as an agent of change to improve the quality of life in the community. This type of organization has status and will be recognized as an important structure to the very fabric of the society. Many organizations seek a dominate position in the community to control and influence events. This is not a proper perspective because the organization should be seen as a contributor not a bully demanding its own way. The organization is one that serves not one that seeks fame and glory for its brand name.

DATA

Ige, O. 2019 Using Action Learning, Concept-Mapping, and Value Clarification to Improve Students' Attainment in ICT Concepts in Social Studies: The Case of Rural Learning Ecologies, *Journal of Social Studies Education Research*, Vol.10 (1), p301-322 2019.

Sadita, L., Hirashima, T., Hayashi, Y., Wunnasri, W., Pailai, J., Junus, K., and Santoso, H. B. 2020 Collaborative Concept Mapping with Reciprocal Kit-Build: a Practical Use in Linear Algebra Course, *Research and Practice in Technology Enhanced Learning.*, Vol. 15 (1), p1-22. 22.

It is important to recognize that most of the data relating to choral employee services programs is anecdotal, which is usually not strong evidence. The amount of anecdotal evidence is so robust that there is little doubt about the importance of choral groups and their positive outcomes to workplaces.

The programs in UK and Southern Ireland were quite diverse. They represented workplaces from the smallest operation to large corporations. The intensity of the competition among these choral groups made for a very spirited atmosphere. The program had a significant impact upon operations. Its effect was at all levels. The culture that developed in the work place was pervasive.

It must be recognized that these are documented outcomes. There is very little evidence, except for this type of qualitative information. It is because the intuitive nature of these outcomes that the workplace continues to support these efforts. The primary question is the measurement of these outcomes and what type of program produces what type of consequences. The concern is what activities are achieving what outcomes and what are the paths between the starting of the activity and the conclusion. The idea here is to isolate the causal elements from beginning to end.

MODEL

Novakowski, N. and Wellar, B. 2008 Using the Delphi technique in Normative Planning Research: Methodological Design Considerations, *Environment and Planning*, Vol.40 (6), p 1485-1500.

Petnji Yaya, L. H., Marimon, F., and Casadesús, M. 2017 The Expert Experience in Adopting the E-S-QUAL scale, *Total Quality Management and Business Excellence*, Vol. 28 (11/12), p1307-1321.

West, A. 2011 Using the Delphi Technique: Experience from the World of Counselling and Psychotherapy, *Counselling and Psychotherapy Research*. Vol. 11 (3), p 237-242.

The model being proposed is one based upon a method known as Social Auditing/ Path Analysis/critical roadmap. (Appendix A)The basis of this type of assessment is understanding not only the beginning and the end of evaluation, but intervening processes. Most of the literature reviewed is based upon recognizing choral programs and outcomes. It does not give an indication of the causal factors and the intervening stages and how these outcomes are achieved.

Through this method, the primary focus is not so much on the starting and ending points, but trying to investigate a particular activity and how this activity achieves a specific outcome. In this approach, the nature of the events/conditions and the time frame is important to determining how and why a particular activity like choral groups is structured. It is not only the structure that is important but the basis of the function in relation to the structure. The essential basis is understanding the dynamics of the process. It is often assumed that this is a linear function but in actuality it is a dynamic process and it is important to understand these interconnections that gives an indication of how to more effectively design programs and recognize the specific nature of a particular activity.

The basic unit of analysis of the case study was mood. The primary purpose is trying to establish emotional intelligence and its relationship to choral events. Mood is a building block of feelings, emotion, etc. The moods were used as indicators to understand the events and conditions of different time periods that relate to the structure and function of activity development. These moods will be correlated to an outcome or outcomes. The important issue is trying to comprehend development as it relates to the outcomes.

The forms of the data collection were two processes: Delphi and Focus Groups. The Delphi is a collection of information from an individual and the Focus Group allows the information from the Delphi to be further explored by group processes for depth and details. Criteria are established based upon the consequence or outcome. As in this case, there are many multiple outcomes, but they will have to be prioritized to determine which ones have a causal influences. This is a difficult process and is based upon critical incident analysis. This is establishing the relationships between critical incidents and understanding how and why these critical incidents are related to an individual's decision-making.

Any program must begin from the bottom up with a needs assessment. In previous years, it has been from top down. This is not to suggest that a top-down program will not work but with today's generations bottom-up processes is more effective. In the past previous programs, were based upon a traditional content model and focused upon an inductive process. (Appendix B) Content was the organizational element that drove the older programs. Today's programs focus upon people and their needs in relation to music. The key to approaching any of these generations is the genre of music and its feel good nature. Experience is still the key element to the development of the program. These experiences can be from college, high school, church, community events, etc. Another important organizational element in today's society is the size of the organization. Large, medium, and small organizations have different assets and must have different programs to be successful.

TYPE OF ASSESSMENT

Azzopardi, E. and Nash, R. 2013 A Critical Evaluation of Importance–Performance Analysis, *Tourism Management*, Vol 35, p 222-233.

Bacon, D. R. 2003 A Comparison of Approaches to Importance-Performance Analysis, *International Journal of Market Research*, Vol. 45 (1), p 55-72.

Deepa, R. and Baral, R. 2019 Importance-Performance Analysis as a Tool to Guide Employer Branding Strategies in the IT-BPM Industry, *Journal of Organizational Effectiveness: People and Performance* , Vol. 6 (1) p77-95.

Duffy, D. J 1983 The Critical Incident Method, an Overlooked Way of Human Relations Training for Small Business, *American Journal of Small Business*, Vol. 8 (1), p 11-16.

Gallant, D. J. and Luthy, N. 2020 Mixed Methods Research in Designing an Instrument for Consumer-Oriented Evaluation, *Journal of Multidisciplinary Evaluation*, Vol. 16 (34), p 21-43.

Lembrechts, L., Zanoni, P., and Verbruggen, M. 2018 The Impact of Team Characteristics on the Supervisor's Attitude towards Telework: a Mixed-Method Study, *International Journal of Human Resource Management*, Vol. 29(21), p 3118-3146.

Marrelli, A. F. 2005 The Performance Technologist's Toolbox: Critical Incidents, Performance Improvement Vol. 44 (10) p 40-44.

Mount, D. 2005 An Empirical Application of Quantitative Derived Importance-Performance Analysis (QDIPA) for Employee Satisfaction, *Journal of Quality Assurance in Hospitality and Tourism* , Vol. 6 (1-2) p 65-76.

Phadermrod, B., Crowder, R. M. and Willis, G. B. 2019 Importance-Performance Analysis based SWOT analysis, *International Journal of Information Management*, Volume 44, p 194-203.

Return on investment of any program is very difficult to determine. The above materials have been presented to outline in detail choral programs. The first step in development of return on investment program is a critical understanding of the history, nature, and the future implications of such a program. One of the most important elements is the future and how it is going to develop so that your program is on the cutting edge.

There are several ways to determine the social outcomes from a program. The ones listed are the most popular types of assessment. Most of the workplace programs are not assessed in terms of its social impact as well as its direct influence upon the organization. The first of these methods

is an Intuitive approach where Individuals within the organization have a sense of the impact of the programs from their experiences. Often this comes from a perspective of participating in the event. It must be recognized that any of the methods listed can achieve success. Often, this approach is frequently looked down upon because it has no direct database.

The next assessment process is an inductive/deductive method. This is where individuals have observed and studied other programs whether theoretical or direct observation. This is a database that is not experiential as the first method, but depends upon individuals who have experience using this method to define the weaknesses and strengths of observed programs. This is a critical dimension because often programs are patterned after weak or failed curricula. They are transferred directly into the organization without knowing how to individualize the program for their particular workplace. Programs that work in other places are not directly appropriate for all workplaces. Often, associated with this method is a measurement tool that accesses strengths and weaknesses. This is called SWOT analysis and has been adapted in various forms.

Closely associated with the inductive/deductive method is anecdotal evidence. This is where other programs are studied extensively and qualitative methods are used to develop a sense of the nature of these programs. This data can be interpreted using qualitative methods such as content analysis, word clouds, etc. Many times these anecdotal methods are not directly analyzed and it is the accumulation of programs as evidence of their influence. With any of the 3 methods listed the important dimension is interpretation. The individual doing the interpretation is the element that determines success or failure. Interpretation must not be only about the present, but also about the future of the program and its development.

Another method of assessment is having a list of outcomes that have been previously developed from other studies. These outcomes are listed and the workplace employees are asked to determine the effect the program has had upon them in term of a positive or negative effect. This is a more quantitative approach that deals with a sense of the direction of the information. This method also usually has a rating system that asks the employees to determine the level of impact that the program has had upon the outcomes listed, which makes it a vectorial quantity. The interpretation of these types of data is a clear indication of the general impact that a program has upon employees.

The next method is that of Social Auditing/ Path Analysis/Critical Road Map. This is a method that has been described throughout the manuscript. It essentially breaks down the outcomes and determines what components of the program that influence a specific outcome. This is done by segmenting the components into time segments and auditing the segments in terms of its short-term impacts and how it is related to overall outcomes. The nature of this program directly addresses the question of what components of a program directly influences overall outcomes. This type of data can be used diagnostically and prescriptively to determine how to change programs to achieve maximum impact. The nature of social auditing is that it helps determine intervening variables or factors that can change programs and influence outcomes that are not

obvious or apparent. The social auditing has to be related to the direct outcomes in relation to operations of the organization.

No matter what form of assessment is used the direct cost as well as the indirect cost must be assessed.

This cost has to be related to the social outcomes of the program and the direct benefits in terms of the dollars that are created by the outcomes listed. (Appendix C) This is very difficult but this calculation is necessary as an element of return on investment. For example, higher job satisfaction may be directly related to increase in productivity. If this increase in productivity results in a greater output that can be compared to a previous output. The direct dollars associated with the percentage improvement can be related directly to the outcomes and how they influence the organization.

EXAMPLE

In the last part of this manuscript, the social auditing is going to be employed to demonstrate how it can be used in workplace environments. This is an assessment of one individual from a study.

Individual A

Needs assessment by Delphi

Background

College degree

Primary interest music/Contemporary

Participated in College Choir

Age 45

Position: Low Management

Cause

Stress on Job

Low Productivity/Achievement of 40% of established objectives

Passed over several times for promotion

Time Period 1

Assessment

Mood

Excited

Anxiety

Reluctant

Melancholy

Stress level

Very High

Cause

Afraid of failure

Time 2

Critical Incident

Mood

Anxiety

Reluctant

Cause

Lack of confidence to meet people/afraid will not like him

Divorce

Stress Level

High

Time 3

Intervention

Organize a Choral Group/Quartet

Mood

Exited

Anxiety

Reluctant

Stress level

High

Cause

Afraid choral music proposal to organization would not be approved

Afraid, if approved would not be success

Time 4

Proposal approved and organizational meetings scheduled

Mood

Happy

Excited

Anxiety

Reluctant

Stress level

Very High

Cause

Afraid of failure

Afraid group will not like him

Time 5

Practice and performance

Mood

Excited

Relaxed

Anxiety

Happy

Nostalgic

Passionate

Stress level

Medium

Consequences/Results

Primary Outcomes

Low stress level

Productivity level/ Increased by 30% of objectives achieved

Promotion: Promoted to middle management

Secondary Outcomes

Self-confidence

Leadership

Greater interaction with employees and developing new social network

Less afraid of failure

Greater achievement

Cost Benefit Analysis

Program Costs \$470/ Instant consequence 40% increase in productivity/Coping Skills

The example provided is not complete. It is enough information to demonstrate the power of social auditing and the ability of the method to determine emotional connections to consequences and outcomes. This is a diagnostic and prescriptive method. It takes time and money, but the results are effective. Much of the effort can be reduced through Delphi and Focus Group Work. The most important element of this is the analysis and interpretation of the data. This involves the determining of common paths for selected groups. Over time, standards can be established and the cost can be reduced significantly.

SUMMARY

The summary to this manuscript is one of development. The return on investment program is a primary concern of most workplace acceptance of any program. This has been a problem through the years for the initiation of any program related to workplace. Research is the key to development of a program, especially from a historical perspective. The example in this study has been a music program, especially choral. The history of choral programs was examined through employee services. After the historical nature of the program was understood as a basic inductive process, it was found that the programs were primarily content based. The individuals participating in the program already had a familiarity with choral programs through school, churches, and/or community participation. Once this historical element was understood, then current programs were researched and identified. The nature of these programs were examined and it was found that the current programs have a content base related to the familiarity of the music and that it was very people oriented in regard to their genre of music. The most popular place for this type of program was the UK and Southern Ireland.

Once the historical and current programs had been established, the return on investment can be scrutinized and it was found that most of these programs were instituted because of other programs and because of anecdotal information. There were a few studies that had a quantitative approach to isolating outcomes, but they were more descriptive/qualitative. Each of the programs examined often discussed outcomes in regard to type of program.

In an effort to identify the types of outcomes related to a choral program, a content analysis was completed. Once this study was finished, the different types of measurement in regard to outcomes were presented. The outcomes isolated were not associated with any of the components of a program and how the program influenced each of the programs. Most of the methods listed in the manuscript just deal with outcomes and do not have a method for identifying how to achieve these outcomes. What was presented in the manuscript was social auditing illustrating the ability of this method to identify behavioral paths. These behavioral paths with an identified with what type of outcomes can be achieved and how they are achieved.

Most workplace programs do not have a method for relating activities on an individual basis to outcomes achieved and how they affect workplace development.

APPENDIX A

MODEL

Social Audit/ Path Analysis/ Causal Road Map

Measurement

Delphi

Focus Group

Critical incident/Interactive Tools

Activity

Time 1

Event/ Condition/Why

Emotional Engagement

Latent Variables

Barriers

Intervening variables

Time 2

Event/Condition/Why

Time 3

Event/Condition/Why

Additional Events/Conditions

-----)

Consequences/ Outcomes

Components of Assessment

APPENDIX B

Difference between Old and New Programs

Nature of content

Old/Programs 1940's

Traditional music

Go see performances

Interest based on previous participation/high school, college, etc.

Programs very rigid under control of director

Director directs program

Focus on music not people/elite performance

New/Programs 2000's

Music decisions cooperative between director and participants

Streamed performances/location/same

Streamed performances/different locations

Movies about music

Computer connections with individuals inside and outside the workplace

Podcasts

Application of apps and technology

Focus on people/achievement and fun

APPENDIX C

Typical Costs of Choral Program

Costs:

Space

Practice space

Time for practice

Travel

Performance costumes

Performance venues

Cost of director

Cost of music

Cost of band for music