

Visions in Leisure and Business

Volume 23 | Number 3

Article 1

11-15-2021

Introduction

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Recommended Citation

Groves, David L. (2021) "Introduction," *Visions in Leisure and Business*: Vol. 23: No. 3, Article 1.

DOI: <https://doi.org/10.25035/visions.23.03.01>

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VISIONS IN LEISURE AND BUSINESS

ISSN 2690-6708

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Vol. 23 No. 3 Fall
Managing Editors: Margaret Bobb
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DEDICATION

This issue is dedicated to Emily Gattozzi, Bowling Green State University. She is the technical specialist who directed the digitization of all materials of Visions as well as the Employee Service Project. She continues to be a technical advisor for the Journal. This includes work on content as well as suggestions on journal format and help with the platform Scholar Works. Her assistance has been invaluable in the starting the Journal. The Editorial Board wishes to thank Emily for her dedication and service. You cannot measure the impact that she has had on the development of this project.

THEME: WISDOM

The theme of this issue is morale and satisfaction of employees. This is a historical analysis from a 1947 publication entitled, "Factors Affecting Employee Morale". This was a classic study and provided a baseline of thinking at that time. Discussion will be developed from this publication and compared to factors affecting employee morale and satisfaction through history. These comparisons will be based upon a qualitative assessment format. From this type of comparison, a base of knowledge can be developed that has a core philosophy guide for development of an employee service programs to increase morale and satisfaction. Many communities have developed a basic wisdom through time. Some of these basic philosophies are Confucius in China and Solomon in Western culture. Wisdom is a core philosophy that helps develop a certain moral approach to life experiences. There is a need to isolate the critical factors that are the core principles that guide programs for employee services. Knowledge is an elusive concept but it should be the goal of those providing employee service programs. Wisdom is based upon concepts and principles that are proved through the test of time.

It must be acknowledged that this issue is only a start to the development of core principles and values that have an influence upon morale and satisfaction. Many of the principles that have been established in previous programs have been lost and only a historical perspective can determine which principles and concepts are still in use today and are effective. These are chaotic times and it is essential that wisdom be one of the goals in identifying important principles and concepts. Judicious Wisdom, in this context, is not one-size-fits-all. In most cases, concepts and principles have to be modified based upon the population served. Wisdom is the molecular application to an individual's life based upon situations and conditions. This type of contingency approach is the best because it recognizes individual and group differences. One of the keys to understanding is motivation of decisions based upon the conditions and environment of the employees.

The purpose of the comparative studies is to isolate structural, functional concepts and principles that can be developmentally applied to different situations based upon a comprehensive understanding of the employee. The decisions of employees are based upon core values and these values give some indication what influences their judgements.

Employee service directors have learned these principles and have based their program upon them. There is a culture that is developed within the organization and this culture sustains the program through the years. One such program is the NIH (National Institutes of Health). The websites for review of this program are:

<https://ors.od.nih.gov/sr/dohs/HealthAndWellness/EAP/Pages/index.aspx>

<https://ors.od.nih.gov/Pages/The-NIH-Recreation-and-Welfare-Association's-New-Digital-Newsletter.aspx>

<https://govemployee.com/nih/rw-services-membership/clubs-organizations/>

Many employee service programs have been outsourced. This outsourced agency has no investment in the company. A system of assessment is essential for these programs to ensure quality curricula. A program must be developed by and for the company.. One type of program adopts both these philosophies is based upon concierge services. This type curriculum is developed specifically to identify the needs of the individual and organization. The needs are not all the same and it is the job of the employee service director to provide external services through the community agencies that will serve the needs of the individual and the company. This does not suggest there are not company programs because where the collective has a need it can be provided in-house. An example of these kinds of programs is Marathon in Findlay, Ohio and Corning Glass in Corning, New York. They have excellent in house programs, but they work with the YMCA and provide a membership for their employees and this is a very comprehensive program that allows for individualization based upon program choice at the YMCA. (Park and Recreation Departments are another example of an agency that can provide these services.)

Some examples:

http://www.houstontx.gov/hr/hrfiles/benefits/flyer_ymca_discounts.pdf

<https://fcymca.org/join-the-y/corporate-wellness/>

<https://gwrymca.org/corporate-membership>

https://www.asymca.org/what-we-do?gclid=EA1aIQobChMIwZDjv7qq8wIVMxh9Ch2TrgobEAAYASAAEgLlc_D_BwE

<https://www.clevelandymca.org/join/membership-builder/corporate-membership>

<https://www.daytonymca.org/programs/corporate-membership>

<https://www.ymcacharlotte.org/programs>

https://www.ymcanorth.org/volunteer/corporate_and_group_volunteer_opportunities

<https://www.ymcatriangle.org/membership/corporate-memberships>