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Historical Perspective: Employee/Workplace Services

Bryan Cavins

bryan.cavins@triloghs.com

Bob D. Lee

Bowling Green State University, bdlee@bgsu.edu

David L. Groves

Bowling Green State University, dgroves@bgsu.edu

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HISTORICAL PERSPECTIVE: EMPLOYEE/WORKPLACE SERVICES

Bryan J. Cavins , Ed.D.

Guest Editor

Talent Development Manager

Trilogy Health Services

Louisville, Kentucky 40222

bryan.cavins@triloghs.com

Bob Lee, Ph.D.

Professor

Tourism, Leisure and Event Planning

School of Human Movement, Sports and Leisure Studies

Bowling Green State University

Bowling Green, Ohio 43402

bdlee@bgsu.edu

David Groves, D. Ed.

Professor Emeritus

Tourism, Leisure and Event Planning

School of Human Movement, Sports and Leisure Studies

Bowling Green State University

Bowling Green, Ohio 43402

dgroves@bgsu.edu

ABSTRACT

A publication from 1959 on evaluation of employee services was used as a secondary source and was analyzed to provide information that may be useful to the employee service/workplace service industry. The primary focus of the publication was on the assessment of organizations operation in terms of quality. The primary focus was on the components of program structure as well as the management elements to achieve success in an employee service program. There was a third component that involved communication and marketing because these are the essential elements that are necessary for bringing quality programs to the attention of employees. These evaluation systems were recommended to be modified to update the instruments. There was also a fourth type of information that was presented that had never been presented before by Mel

Byers. It was the basic research questions that are needed to develop a quality assessment process related to understanding the nature of employee services.

KEY WORDS: program assessment, importance/performance, program changes, management functions and how to achieve change, research questions to revitalize employee services.

INTRODUCTION

There was a publication entitled ‘Evaluation of Industrial Recreation’ that was developed at a special conference at Purdue University in 1959. The primary purpose of this publication was how to justify recreation programs and to determine their quality. Even though, this material was dated it represents the question that has plagued employee/work place services. This publication represents a concerted effort by some of the individuals who were some the original founders of the movement. This was the basis of an effort to develop a method to evaluate employee/work place services from a justification and quality perspective.

The primary problem was that most of the outcomes from employee/workplace service programs are intangible. This does not suggest that they do not have a significant positive impact upon the organization. There are hard benefits that can be expressed in terms of monetary value. Some of these outcomes are reduction in the number of absentee days of individuals at work, reduction of healthcare costs, increase in the number of units produced, etc. Even with these hard benefits, it is important to determine how to achieve more effective positive outcomes for the organization. The basis of any analysis is not only measurement, but how and why employee services works to develop outcomes related to positive benefits to the organization.

Quotes from the 59 publication will be used to guide the development of this manuscript. The issues raised are as relevant now as they were then. Comments provided to update important issues.

Quotes:

Pg. 1

Purpose

In the realm of employee services programs we have been operating primarily on faith. We believe in the value of such programs because we want to find value in them. In general, good human relations and a company stem from the beliefs of the top, key people. Fundamentally in most companies, these top key people want to believe in good human relations and therefore are willing to support employee recreation programs.

Comment:

This is an approach that was initially used in the justification of programs. There was an intuitive belief that if you treat employees well, there would be very positive benefits to the organization. This is a hard assumption that has yet to be proved. Support was sought from top management who had a positive attitude toward employees.

Quote:

Pg. 1

Success

All right, then if we cannot prove in strict dollars and cents recreational program pay off, why do we have them? I believe we have them because most business leaders today realize that we don't hire of command by the hour-- behind the whole man. I'll go a step further and say that only do we not hire the whole man but we also hire at least part of his family. The obligations,

loyalties and responsibilities that a man has to his family, friends, organization members and himself he brings to the job with him; and he just doesn't check them at the door when he punches the time clock. This means that a successful company must provide its benefits with more than just a job. We have to take care of the inner man, too.

Comment:

This is a perspective of social responsibility of the organization. This responsibility reaches to the employee, the family, and to the community.

Quote:

Pg. 2

Interaction

Recreation programs are great levelers, Joe Lave operator, wouldn't think of going into the president's office and introducing himself, but on the golf course it's a different matter.

Comment

Such behavior helps to balance the feeling of humanity because the individual has skills that management does not have. It also helps develop a strong sense of belonging because of the identification with the organization that demonstrates his/her skills.

Quote:

Pg. 2

Proof

Although some surveys in the past have failed to show a direct relationship between employee on the job attitudes and their participation in recreation programs, a survey made here at Purdue a couple of years ago showed that in one small Indiana company sponsored recreation programs improved employee production. We need more studies of this kind of proof. We need measuring devices which will make believers out of nonbelievers.

Comment:

Justification is needed to support employee services, but analysis is also needed to determine why and how this is important. One of the ways the justification in the past has been provided is surveys reflecting the participants of the program and their feelings about the organization and how these beliefs have been achieved.

Quote:

Pg. 3

Measurement

Scientists claim that we can observe but we cannot creatively understand natural phenomena which we cannot measure. Likewise, the quality of results of human work cannot be measured solely on opinion-- especially if the qualifications for a particular opinion are not fully clear.

Comment:

Understanding relationships and how they are formed are extremely important in the development of a quality employee service programs.

Quote:

Pg. 3

Reports

Management reports are only a historical record, which reflects quantity but not quality. Such reports make comparisons possible with last year, last month or industry in general, and thus, pinpoint trends upon which future management actions can be based.

Comment:

Studies that have reflected upon quality and why certain events occurred give depth of understanding how to change organizations for future improvement.

Quote:

Pg. 3

Objective

Once, we have determined our objective, and then the measuring device should show the degree of progress toward the achievement of the objective.

Comment:

The basis of this system can be expressed in terms of percentage achieved or a ratio. One of the difficulties with this system is the ability to measure when more objectives are achieved than has been outlined. If the objective is not stated in measurable terms, it cannot be determined if it has been achieved.

METHOD

The first part of the publication was the establishment of objectives/items for a recreation program. The primary statements were reflective of questions about program conditions. There was no suggestion about a methodology using these statements. These statements were established through a content analysis of the experts at the conference. This provided an excellent opportunity to develop a checklist for individuals trying to evaluate a program as to its quality. Another method that could be used is an importance-performance methodology. A Likert scale could have been developed with a 5 or 10 points scale from strongly agree to strongly disagree. The one side of the scale would ask the individual to rate the statement on importance to achieving a quality program and the other one would ask how the organization performs on that particular statement. This would be a reflection of the status of the program. The more positive statements on important issues are a reflection of the programs achievement. If this survey is baselined, then a comparison on a time frame basis will give an indication of progress positive or negative.

The following is a list of the statements that were developed at the conference that could be used in the assessment process. The first two statements were modified to provide an example of how an evaluation system could be operationalized. An importance-performance system was used to develop the system. A five point Likert scale was used. Statements were also provided with each item to clarify the type of information and how it will affect a program.

Evaluation of Program

Quote:

Pg. 4

Statements for Evaluation

This work group gave its attention to the development of a "yardstick" for determining the effectiveness in the creation, the planning, and the administration of a program in the industrial setting. This committee discussed this area with the thought that an industrial recreation program should be evaluated with the "total man" in the picture which would include a program for the leisure time of the members of his family.

Note: An all-out effort should be made to coordinate the company policy and employees' recreation needs and desires.

1. To what degree does your recreation program have clear-cut objectives? (See 1958 workshop objectives)

Clarifying objectives helps to define the nature of the program.

Importance

How important are clear-cut objectives to a program's (Name Program) success?

Strongly agree (5) Somewhat agree (4) Neither agree nor disagree (3) Somewhat disagree (2)
Strongly disagree (1)

Performance

Does our program (Name Program) have clear-cut objectives?

Strongly agree (5) Somewhat agree (4) Neither agree nor disagree (3) Somewhat disagree (2)
Strongly disagree (1)

How to improve?

2. To what degree does each activity contribute to realization of objectives?

Assessment of an activity helps to define the types of outcomes that can be specified and its influence upon the organization.

Importance

How important is each activity (Activity Name) to the achievement of overall objectives of organization?

Strongly agree (5) Somewhat agree (4) Neither agree nor disagree (3) Somewhat disagree (2)
Strongly disagree (1)

Performance

Does each of our programs (Activity Name) have well stated objectives?

Strongly agree (5) Somewhat agree (4) Neither agree nor disagree (3) Somewhat disagree (2)
Strongly disagree (1)

How to improve?

3. To what extent do you maintain activity participation records for:

Participation records help determine popularity and allocate resources. Popularity of activities change and resources must be reallocated appropriately.

A. Program planning,

B. To determine the extent of individual participation,

C. As a means of communication to management?

4. *To what extent does your program develop leadership?*

Development of leadership skills helps the individual to better perform and be promoted to a more advanced position in the organization.

5. *How much does your program encourage self-improvement?*

How does the program influence growth and what type is important to the development of the individual.

A. Physically,

B. Culturally,

C. Socially.

6. *To what extent does your program provide opportunities for employees to be of service to fellow employees, organization, and community?*

What is the programs influence and how does it develop perspective to have the individual to consider others in the context of a larger environment.

7. How adequately does your program provide opportunities to increase employee on the job potential?

Reflects what types of programs develop skills related to self-development in job advancement.

8. To what extent does your program encourage employees to increase their variety of recreation interests?

What programs help the individual to socialize more within the organization to develop relationships and social skills.

9. How often does your program encourage family participation whenever possible?

Raises the question of how the family or the primary social fits into the development of company objectives.

10. To what degree does your program encourage participation in community programs?

Raises the question about service of the employee to the community as a representative of the organization as well as growth to consider others outside

11. To what degree does your program use community resources? (People, agencies, and facilities)

Does the program have been an intensive or extensive perspective in relation to program development.

12. To what extent does your program utilize company resources and facilities?

Raises the question about the organization's ownership of the program.

13. How adequately does your program help to promote better inter-company relationships?

How important is socialization within the organization to the achievement of its objectives.

14. To what degree does your program adapt to changing conditions and still retain its objectives?

Raises the question about the relationship between interests and needs of the individual.

15 How often do employees participate in the development of your program?

Determines the ownership of the individual in the program through participatory planning.

16. To what degree does your program reflect democratic practices?

What role does democratization play in program development and its influence upon the development of organization outcomes.

17. To what extent does your program provide opportunities for the participation of all age groups?

Relates to the program integration and the diversity of interests.

18. How often are specific activities evaluated in relationship to cost?

Raises question as to a comparison of activities costs; does not prohibit participation in terms of dollars or risk.

19. To what degree are programs in line with prescribed budgets?

Relates to the allocation of limited resources

20. How adequately does your program stimulate creativity?

What role does creativity play in the development and growth of the individual.

21. How adequately does your program contribute to retirement preparation?

Raises the question about service of the organization to individuals who have been loyal to the organization.

22. How often do your retirees participate in your recreation program?

The relevance of different types of programs that need to be provided to retirees and how they can reengage the organization.

23. *To what degree is your leadership training effective?*

Effectiveness is the critical element to development of a consistent talent pool for organizational innovation.

24. *How much are company resources utilized in program planning?*

How important is the program and where does it fit in relation to the organization management style.

Administration and Business Practices

The conference participants also developed a series of statements related to administration and business practices. The same statements could be evaluated with an importance-performance scale. This would give an indication about the structure and function of the organization and its performance in relation to quality management. Statements were also provided with each item to clarify the type of information and how it will affect the management of the program.

This work group gave its attention to the development of a measurement device for determining the effectiveness of administration in the following areas: Policies, Organization, and Finance.

1. Policy

A. To what extent is your manual of policies and procedures adequate?

Development of consistency in program management.

Importance

How important is a manual policy and procedures to employee service program?

Strongly agree (5) Somewhat agree (4) Neither agree nor disagree (3) Somewhat disagree (2)
Strongly disagree (1)

Performance

Our policy and procedures manual is very effective?

Strongly agree (5) Somewhat agree (4) Neither agree nor disagree (3) Somewhat disagree (2)
Strongly disagree (1)

How to improve?

B. To what extent is your Policy and Procedure Committee effective?

Mechanism for the control of the program.

Importance

How important is a policy and procedures committee to the effective operation of an employee service program?

Strongly agree (5) Somewhat agree (4) Neither agree nor disagree (3) Somewhat disagree (2)
Strongly disagree (1)

Performance

Our policy and procedures committee is an effective tool for management of the employee service program?

Strongly agree (5) Somewhat agree (4) Neither agree nor disagree (3) Somewhat disagree (2) Strongly disagree (1)

How to improve?

C. To what extent is the policy manual made available to authorized personnel?

Helps participants understand the nature of program.

2. Organization

A. Structure

1. How adequate is your organizational structure?

Brings order to the program.

2. Is your charted organizational structure adequate?

Is your structure the best design for development of the program.

B. Staff

1. To what extent does the company provide qualified staff personnel?

Number of individuals needed for program effectiveness.

2. To what extent are employees encouraged to take an active part in the planning and operation of the program?

Program ownership and involvement.

3. To what degree are democratic principles employed in the operation of the program?

Freedom of thought toward program brings innovation and change.

4. To what extent is the work load distributed effectively?

Workload considerations toward program specialization based on interests.

A. Staff

B. Volunteers

C. Specialists

5. To what degree are training programs conducted for volunteer leaders?

Development of leadership skills, especially related to buying into the program.

6. To what degree does your administration provide for recognition of volunteer services?

Recognition develops motivation.

A. Source

1. To what extent are avenues of recreational income properly explored?

Ways of financing program so that participants will develop involvement/ownership and maintain control of program.

Examples:

a. Vending machines,

b. Membership dues,

c. Activity profits,

d. Cafeteria profits,

e. Facilities' rental fees,

f. Discount sales,

g. Company subsidy.

2. To what degree do participants help sustain the recreational program financially?

Program ownership and involvement.

B. Budget

1. To what extent is an approved budget prepared and controlled?

Way to ensure resources necessary for program quality and control of program.

2. To what degree is the budget prepared by:

Individuals involved in program know what the need is to make a program effective.

a. Recreational staff,

b. Volunteer leaders,

c. Employee participants?

3. To what extent does the preparation of the budget take into consideration the objectives of the recreational program and serve the best interests of everyone concerned?

Prioritization of resources based upon programs outcomes is essential for effective management

4. To what extent are regular scheduled reports provided which show anticipated and actual expenses?

Communication necessary so that all participants can understand the basis and nature of the program.

5. To what degree are budgets based on a sound forecast of income?

C. Control of Purchases and Expenditures

Development of processes similar to the organization so that can learn same procedures used within the organization.

1. To what degree are purchasing procedures established?

2. To what extent are effective controls for expenditures employed?

D. Legal Obligations

Maximum protection based upon safety. Effective insurance coverage. Comprehensive record system to ensure safety and liability. Effective training for safety procedures can reduce risk.

1. To what extent is the organization covered by insurance in the case of accident?

2. To what degree are the best protective practices being employed and to what extent are these practices conveyed to program leaders?

a. Incorporation

b. Bonding

c. Compliance with local, state, and federal regulations.

E Audit

Professional accounting shared with all participants. Reports reviewed and extensive discussions of how changes need to be made in the program.

1. Is the plan of regular audit effective?

2. Is the practice of having your audit done by a professional auditor effective?

3. To what degree are audit results shared with:

a. Company management,

b. Association managers,

c. Participants

4. To what extent does the audit result in recommendations?

These two measurement systems based upon program and administrative business practices could be developed to give an indication about quality to justify programs. The limitation is what

factors have to be changed to improve the quality. The base line comparisons would give an indication of which components have to be change but not how to change them.

The traditional analysis is a graph with one axis being importance and the other axis being performance. This grid gives an indication of items that need to be emphasized and items that need to be sustained in regard to program and administration. Another method of analysis is the statement of the raw data in a grid forum noticing the differences between the importance and performance scores. The larger the difference the greater the emphasis needs to be placed upon that item.

Promotion and Communication

The conference participants also developed 16 statements for the evaluation of promotion and communication related to program development. These statements were to be assessed by scale of very much, much, some, little, and none. The statements would be assessed and a profile or yardstick developed for the program. The same baseline assessment that could be used for the importance- performance could also be used with this method.

It must also be noted that this point that in the word analysis there was a strong emphasis on communication skills to the development of effective programs. This is why this assessment was emphasized in the publication.

This group identified those areas in promotion and communications that make for an effective program. These guides to good promotion were then identified as criterion for determining the effectiveness of a program. A Likert scale could be developed with a 5 or 10 points from strongly it agree to strongly disagree. The one side of the scale would ask the individual to rate the statement on importance to achieving a quality program and the other one would ask how the organization performs on that particular statement. This would be a reflection of the status of the program. The more positive statements on important issues are a reflection of the programs achievement. If this survey is baselined, then a comparison on a time frame basis will give an indication of progress positive or negative. This type of scale would be better than the one proposed by the original designers because it gives an indication of a comparison related to development strengths and weaknesses as related to the priorities of emphasis in regard to

program development. Statements were also provided with each item to clarify the type of information and how it will affect program promotion.

Evaluation of Promotion and Communications

This group identified those areas in promotion and communications that make for an effective program. These guides to good promotion were then identified as criterion for determining the effectiveness of a program of promotion.

Old evaluation scale.

None (1) Little (2) Some (3) Much (4) Very Much (5)

1. How much was participation increased?

Promotion effectiveness.

Importance

How important is the promotion (Name Promotion) to increasing program participation?

Strongly agree (5) Somewhat agree (4) Neither agree nor disagree (3) Somewhat disagree (2)
Strongly disagree (1)

Performance

How much was participation increased with the current promotion (Name Promotion) program?

Strongly agree (5) Somewhat agree (4) Neither agree nor disagree (3) Somewhat disagree (2)
Strongly disagree (1)

How to improve?

2. To what extent was interest stimulated in new activity?

Best promotion to reach new audiences.

Importance

How important is it to stimulate interest in new activities (Name Activity) through promotional programs?

Strongly agree (5) Somewhat agree (4) Neither agree nor disagree (3) Somewhat disagree (2)
Strongly disagree (1)

Performance

How much interest was stimulated in new programs (Name Activity) through our current promotion?

Strongly agree (5) Somewhat agree (4) Neither agree nor disagree (3) Somewhat disagree (2)
Strongly disagree (1)

How to improve?

3. *How much did company, community, and employee pressures influence promotion?*

Education program to understand promotion process and receive participatory planning for buying in and involvement in program.

4. *To what extent did the promotion form and foster favorable attitudes and opinions?*

Best type of promotion that has not only message significance, but educational value.

5. *To what degree did your promotion have appeal? (Humor, fear, sex, religion, pleasure, intelligence, and sympathy)*

Popularity.

6. *To what degree did you reach your group potential? (Such as an area of interests in the individual, employee group, community group, and family group)*

Best media for distribution of message.

7. *How adequate was your budget?*

Cost-effective channels are needed, but media must be tailored with message to specific audiences.

8. To what degree did you receive counseling? (From professional sources, past chairmen, and staff)

Past history is important, but new ideas must be generated to develop new approaches.

9. To what extent did you study the subject by consulting? (Past records, outside agencies, past chairmen, and personnel involved)

Review other programs to determine their media effectiveness. Research is the key to new media approaches.

10. How adequately did you give sufficient coverage to your promotion? (Communications, advertising, merchandising, and salesmanship)

Evaluation is the key to review and improvement of promotion.

11. To what degree did you have the necessary competent personnel to do the job?

Media professionals needed to review and implemented the program. Cost is the determining factor in addition to effectiveness.

12. How adequately did your planning and scheduling include appropriate counseling and training, wise choice of administrators, sufficient research, good timing, proper coverage, budget limitations, and good promotional purchasing practices?

Wisdom.

13. How effectively were the following media of communication used? (Personal contact, meetings, telephone, radio, television, public address, news papers, handbills, bulletin boards, posters, displays, parades, gives away, contests, and direct mail)

Evaluation of specific programs.

14. To what extent did your survey include the use of the following techniques? (Questionnaire, interview, and general observations)

Most effective technique for the collection of information based upon audience type.

15. To what degree was the purpose for the promotion clearly formulated and understood by all members?

Diversity of audience input based upon the understanding of every aspect of the program and the need for information.

16. How much did your promotion justify the effort expended?

Cost-benefit analysis,

Note: It is good practice to have your promotional personnel as an integral part of your planning committee.

Comment:

Example results from the original assessment. This illustrates how strengths and weaknesses can be assessed in relation to promotion and communication programs. This type of information is extremely important in the development of effective programs. An important absence is suggestions of how important a particular element of the program is and the performance level. There also needs to be some suggestions of how to improve.

Quote:

Example of original assessment system

A SAMPLE PROFILE
Based on Promotion 'Yardstick'

RATING

CRITERIA (Preceding Page)	RATING				
	Very Much	Much	Some	Little	None
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					

RESEARCH QUESTIONS

The following are research questions that were provided by Mel Byers in an earlier publication in order to bring a focus on the important issues. These are 45 questions to be asked by researchers on the employee services role in an organization.

Conditions and Circumstances

1. What elements that constitute employee services and what are the basic objectives of each?
2. Why are some companies highly unorganized and others are not?
3. Why are managers afraid to confide and communicate effectively with their employees?
4. What is an effective channel of communication practiced by business and industry with its employees?
5. What role should personnel departments play concerning benefits for both employer and employee?
6. Why are giveaway benefits not good principles of management?
7. When should employees seek union organization benefits?
8. What direct profits are obtained for a company that offers employee services?
9. What direct profits are possible for management through employee services?
10. Why is recreation so important to employee services and personnel administrations?
11. Should personnel administration answer to higher authorities or be responsible only to its own local management level?
12. Why should policy manuals be required?
13. What reasons prevail and what is the correction for high employee turnover costs?

14. Is there a need for an employee suggestion award program? How far should it go? What should it cover?
15. Why should medical security, awards, profit-sharing, insurance, credit unions, etc. have direct relationships or be a part of employee services?
16. What amenities should be included in employee services?
17. Is the employee family a vital part of management concerns?
18. How close a relationship should there be between the employer and employee? Why and what dangers loom?
19. Can employee services and unions work together for mutual benefit of employers and employees?
20. Can employees be loyal to a union and management?
21. How formal or informal should management be with its people?
22. What values are there in encouraging and providing educational sources for employees?
23. How far should management proceed with mental and physical health needs of its people? What are the advantages and disadvantages?
24. Our supervisors trained or able to be trained in handling people? How does management select supervisors? What are the requirements?
25. What constitutes termination for employees? Is there sound policy reasons? Chance of appeal? Right to be heard? Records? Reasons? etc.
26. How can exit interviews be profitable?
27. How can recreational activities serve as a means of observation, education, and a method of bridging the gap between employer and employee?
28. Should employers provide educational opportunities that employee's lack? What are the advantages and disadvantages?
29. How should employee services be viewed by employers and employees? How can a well-balanced position be taken regarding this role?
30. Are employee services aware of the basic needs of a person? How do they incorporate these needs in the business and industrial climate?
31. How can employee help with customer relations?

32. What does loyalty merchandise provided employers and employees? Reason and purpose?
33. Why is not employee/work place services incorporated with the personnel functions and studied alongside other business subjects?
34. How well does each element of employee/work place services dovetail with other functions of personnel?
35. What are the differences between employee needs and employee desires?
36. What are the differences between employer's needs and employer desires?
37. Can employee services communicate and teach customer relations, profit and loss, budgets, etc.?
38. How does management detect leadership, talent in employees? What are the methods and results?
39. What mutual benefits are derived from service awards programs?
40. When should management consider employee retirement programs?
41. What advantages does management have in promoting and using employee retirement organizations within their companies?
42. What are one time employee benefits, such as picnics, banquets, and Christmas or holiday programs, helpful to management? Why?
43. What are decentralized personnel activities and centralize personnel activities?
44. Our employee organizations sponsored by management a profitable venture?
45. Who should belong to an employee organization sponsored and directed by the company?

PERSPECTIVE

The information from an evaluation perspective still has applicability, even given its age. It is a process review not necessarily based upon content. The primary advantage is that it gives a sense of the direction of possible strong and weak areas in your program administration. Its primary focus is the administration from an organizational perspective. Many of the weaknesses of program failure are because there is not a proper assessment. If this assessment is Blake/Mouton a framework a sense perspective can be obtained about the organizational perspective and the

concern for people. When this assessment is combined with these administrative evaluations and baselined, a good picture can be developed as to the strengths and weaknesses of the program. This type of information will help isolate areas that need to be improved. The other aspect that needs be added to any assessment is a suggestion of how to improve any of the administrative or communication functions

CONCLUSION

This is a historic review of a publication that was the result of an Evaluation of Industrial Recreation conference held at Purdue University in 1959. The publication was reviewed with comments and the documents provided were suggested to be formatted that may have the potential to be used in the assessment process that focuses upon program justification. It is realized that the evaluation recommended does not focus upon hard outcomes, but intangible results. It is further realized that justifications have been developed that are related to recreation programs, especially in regard to health promotion. These are reflective of program participation and the impact of the program positively or negatively related to cost reduction.

Another dimension that was mentioned in the publication was studies that show the relationship between recreation and productivity. There have been a few of the studies, but most lack the methodology in order to provide a solid foundation on a long-term basis for proof of program. The primary question is, even if there is a relationship, how and what means can be used to produce this outcome on a consistent basis. This relates to the dimensions of program change.

This publication still has applicability, even given its age. It is a process review not necessarily based upon content. The primary advantage is provides a sense of the direction of strengths and weaknesses in program administration. Its primary focus is the administrative functions from an organizational perspective. Many program failure because there is not a proper assessment system. If this assessment is combined the Blake/Mouton model a good viewpoint's can be obtained about the organizational perspective and the concern for people. When this assessment is combined with these administrative evaluations and baselined, a good picture can be developed as to the strengths and weaknesses of the program.

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