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## The effect of participation in a sport and recreation program on job and community satisfaction

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*University of Nevada, Las Vegas*

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**Gorney, Stacey Marie, M.S.**

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THE EFFECT OF PARTICIPATION IN A SPORT  
AND RECREATION PROGRAM ON JOB  
AND COMMUNITY SATISFACTION

by  
Stacey Marie Gorney

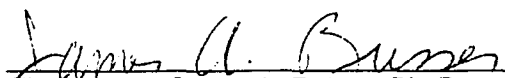
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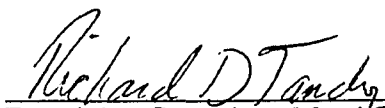
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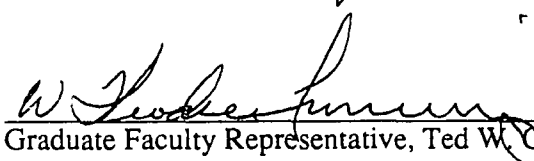
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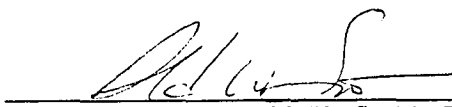
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## **ABSTRACT**

The implementation of employee recreation programs has declined, giving away to programs which put more emphasis on health and fitness. Shinew & Crossley (1989) suggested that employee recreation programs may contain benefits comparable to those of employee health promotion programs. Research that has examined employee recreation programs and their benefits have been limited. The present study investigated employee participation (N= 122) in a community -sponsored employee recreation program named the Corporate Challenge. This study examined the effects of employee participation in the Corporate Challenge on employee job satisfaction, overall community satisfaction, and an employee's overall feelings of community life importance. A pre and post survey on job satisfaction and community life was given to four different levels of employee participants in the Corporate Challenge. Approximately 30 subjects were examined from each participant level. The four levels of participants were: 1) new participants 2) 2 - 3 year participants 3) > 3 year participants 4) control group (non- participants).

The results of a paired sample t-test indicated that a significant relationship was found between employee participation in the Corporate Challenge and overall job satisfaction. A one-way between subjects analysis of variance was computed between overall feelings of community life importance and Corporate Challenge participant levels. The results indicated a significant difference between the mean community life importance scores of the four participant level groups. No significant findings were reported between employee participation in the Corporate Challenge and an employee's overall satisfaction with community life. Also, the results of a one-way analysis of variance found no significant differences in the subjects' years worked at their company by participation level.



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## **CHAPTER 1**

### **INTRODUCTION**

The industrialization of America brought significant social and economic changes. During this move towards urbanization, many people left their farms and moved to cities to work in automated factories. In the late 1800's when factory workers were fighting for increases in pay and better working conditions, management began to realize that quality of life and quality of work life were important to their workers. The strict work ethic which was known to so many people during this time was giving way to thoughts of leisure (Lee, 1991).

With the hopes of promoting employee loyalty, camaraderie, and physical and mental development, management began providing company sponsored recreation programs in the form of sports and sports leagues. The first company sponsored recreation program was held in 1866 when the Equitable Life Assurance employee baseball team defeated the Metropolitan Fire Insurance employee baseball team 42-18 on a sandlot in New York City (Murphy, 1984). Industrial recreation programs were also created to integrate immigrants into the American lifestyle. Company sponsored reading classes, social clubs and cooking activities were implemented in larger industrial companies to teach employees how to become better Americans (Ellis & Richardson, 1991).

The development of industrial recreation programs continued to grow throughout the turn of the century and well into the first quarter of the 1900's (Lee, 1991). Since the first company sponsored recreation program was provided for employees in the 1800's, the philosophy behind industrial recreation programs (or presently known as employee

recreation programs) has remained the same. Companies that implement employee recreation programs believe that these programs will (1) increase job satisfaction (2) develop positive relations between co-workers, and (3) improve company image (Debats, 1981). However, there is a lack of empirical evidence to support the work-related benefits that are attributed to employee participation in company sponsored recreation programs (Shinew & Crossley, 1989; Lee, 1991; Ellis & Richardson, 1991).

### **The Changing Nature of Employee Recreation Programs**

There has been a recent shift in the types of employee health, fitness and recreation programs that are sponsored by employers (Ellis & Richardson, 1991; Shepard, 1988). In the workplace, companies are increasingly offering employee health promotion programs. Such programs emphasize exercise and fitness, instead of traditional recreational activities.

Traditional employee recreation programs may promote exercise and fitness as do employee health promotion programs, but employee recreation programs usually stress more socially oriented activities. Participants in employee recreation programs may be offered the opportunity to play team sports, go to social gatherings, and enjoy a variety of leisure and cultural activities sponsored by the corporation and available throughout the city.

One of the main reasons for the prominence of employee health promotion programs in the workplace is that companies are now more concerned with the health and well-being of their employees than ever before. To improve the health and well-being of the worker, employee health promotion programs address lifestyle habits such as physical and mental fitness, smoking cessation, weight and nutrition management, and stress management. Many titles have been given to employee health promotion programs including Employee Wellness Programs, Health Enhancement Programs, Employee

Fitness Programs, Corporate Fitness Programs and Disease Prevention Programs.

There are also several methods that are used to provide employee health promotion programs. An employee health promotion program may be available at the worksite or employers may offer employees memberships at community health and fitness clubs. A health and fitness club or worksite facility may provide fitness amenities such as: a running track, weight training equipment, stationary bicycles, treadmills, rowing machines, aerobic classes and a swimming pool. Employee health promotion programs may also offer educational classes on health and wellness issues.

Investigating the benefits that may be attributed to participation in employee health, fitness and recreation programs is a relatively new area of study. Because of the recent interest in employee health promotion programs, most researchers have conducted investigations at companies that have implemented worksite fitness programs. There has been a lack of research conducted on employee participation in recreational activities. Although the benefits found from investigating employee health promotion programs can aid managers who promote employee recreation programs, empirical data is needed in order to justify the benefits that can be received from recreation participation.

### **Benefits Of Employee Health Promotion Programs**

Research has suggested that the following work-related benefits can be obtained from participation in employee health promotion programs (Baun, Bernacki, & Tsai, 1986; Bernacki & Baun, 1984; Karabetian & Gebharbp, 1986; Hoffman & Hobson, 1984; Cox, Shepard & Corey, 1981; Spillmam, Goetz, Schultz, Bellingham, & Johnson, 1986; Rudman, 1987; ).

- decrease in health care costs (Hoffman & Hobson, 1984)
- decrease in absenteeism (Cox, Shepard & Corey, 1981)
- increase in employee fitness levels (Karabetian & Gebharbp, 1986)

- increase in job satisfaction and productivity (Rudman, 1987)

These work-related benefits may also contribute to other desirable outcomes such as, decreased employee turnover, reduced employee stress, and enhanced corporate image (Hoffman & Hobson, 1984).

There has been a tendency to consider all employee health promotion and recreation programs as equivalent with regard to the benefits that may accrue to employees and employers. Shinew & Crossley (1989) reinforced this perspective stating that "recreation programs contain benefits comparable to fitness programs and therefore, may present a viable alternative to companies seeking to improve employee performance" (p. 28). However, there has been a lack of research conducted in recreational settings to substantiate this position.

Viewing employee health promotion programs and employee recreation programs as both contributing to similar work-related benefits is theoretically conceivable. The leisure and recreation literature suggests that recreational activities have an impact on an employees' attitude toward their work (Dumazedier, 1974; Bosserman, 1984). Various authors (Tinsley & Kass, 1978, 1979; Tinsley & Johnson, 1984; Tinsley & Tinsley, 1986) have hypothesized that whenever people experience leisure while recreating, they receive a certain level of enjoyment that can be attributed to the satisfaction of their physical and psychological needs. The above authors have made many connections between leisure and recreation contributing to the satisfactions of humans. The next step is weave the theoretical leisure and recreation literature into workplace studies. Further investigations of this kind are needed so that the actual work-related benefits that result from involvement in employee recreation programs can be identified clearly.



### **Satisfied Employees As A Management Concern**

Managers want employees to be satisfied with their jobs and job surroundings, because managers have come to realize that job satisfaction is one of the most important factors related to an employee's work experience. A recent survey by INC. Magazine asked four different levels of employees (managers, professionals, sales people, and hourly workers) what was the most important factor related to their jobs. All four employee categories rated job satisfaction as the most important factor in relation to their work (Hartman & Pearlstein, 1987). This data clearly shows the impact and significance of employee satisfaction in the workplace.

A major reason for studying job satisfaction is to provide managers with ways to improve employee attitudes. Job satisfaction has been defined as an "attitude that depends on an evaluation made by employees of their jobs and surrounding organizational environments" (Bass, 1990, p. 9). An employee's level of job satisfaction can affect certain aspects of their job, which in turn will impact the profits and organizational effectiveness of their company.

Employee turnover and absenteeism have been found to be affected by an employee's level of satisfaction with their jobs. Mobley, Griffeth, Hand and Meglino (1979) reviewed the literature on employee turnover and found that employees' overall satisfaction with their jobs was the single most important variable influencing their retention decisions.

Absenteeism has also been found to be related to job dissatisfaction (Karabetian & Gebharbp, 1986). If employees are unhappy with their jobs, then they are more inclined to stay home. Absenteeism and turnover can impact the profits and organizational effectiveness of companies. Identifying ways to improve an employee's level of job satisfaction can aid in keeping worker absenteeism and turnover at a minimum.

The contention has been made that participation in employee recreation programs can have a positive impact on an employee's attitude towards their work, which in turn

can effect their level of job satisfaction (Busser, 1990). Supportive research is needed in this area, so that managers may identify ways to increase an employee's level of job satisfaction.

### **Community Satisfaction**

The recruitment of skilled employees is important to the organizational effectiveness of a company. The community in which an organization operates can play an important role in the recruiting of skilled employees. When deciding between employment offerings and company locations, what a community can offer a respective employee can be a determining factor (Allen, 1990). A community can attract companies and employees by providing them with amenities, such as parks, pools, theaters, concert halls, and cultural events. These are some of the recreation and leisure activities that may be provided within a community. Other factors are also necessary in order to satisfy the community's needs. For example, citizens must be provided with shelter and security through police protection, law enforcement and reputable educational institutions for their children.

Many authors have suggested that providing recreation and leisure services within a community contributes to a person's overall feeling of importance with community life and their overall satisfaction with community life (Allen, 1990; Murphy & Howard, 1977; Sessoms, 1979; Tindell, 1984). Research in this area has not been a high priority (Allen, 1990). Further, research involving participation in employee recreation programs and its effect on the participants' satisfaction and feeling of importance with their community has yet to be examined.

### **Need For The Study**

According to Wellness Councils of America (WELCOA), today more than two-thirds of American businesses with fifty or more employees have some form of employee

health, fitness, or recreation program (Bailey, 1990). Companies with 250 or more employees that have formally organized fitness programs rose from 2.5% in 1979 to 32.4% in 1985 (Karch, 1987). This increase in the number of companies implementing health, fitness or recreation programs signifies the belief that managers have in the benefits that may accrue for the organization and its employees.

It has been suggested that employee recreation programs do contribute benefits that are comparable to the benefits received from employee health promotion programs. (Shinew & Crossley, 1989). While there is supportive evidence on the benefits of employee health promotion programs, to date, there are few research studies that provide any empirical data on the benefits of employee recreation programs (Ellis & Richardson, 1991; Lee, 1991).

Research is needed in this area in order that managers may provide employees with effective employee recreation programs. Without justifiable evidence to support the benefits of employee recreation programs, it may be difficult for managers to allocate financial resources for the implementation of these programs.

It is apparent that when managers implement employee health, fitness or recreation programs, some might focus solely on exercise related activities while others will focus upon health promotion or social activities "with exercise as somewhat a peripheral part of their mandate" (Tieso and Burns, 1987, Landgreen, 1987). With companies offering such diverse programs and services, it can be difficult to generalize the benefits received from one type of program to another.

Managers are concerned with identifying ways to impact the profits and organizational effectiveness of their company. An employee's level of job satisfaction can contribute to these factors (Cranny, Smith, & Stone, 1992). Theoretically, employee participation in employee recreation programs should positively effect an employee's level of job satisfaction. To date, there are no studies that have examined this hypothesis directly and within a field setting.

In terms of the recruitment of employees, what a community has to offer potential workers may aid in hiring the best workers for certain jobs. Individuals who are searching for a job may examine what a community in which a company is located has to offer them in terms of recreation and leisure opportunities. Research on community satisfaction needs to be expanded, and further research involving participation in employee recreation programs and its effect on the participants' satisfaction with their community has yet to be examined.

The field of recreation has not investigated whether employee recreation programs provided by companies are beneficial to either the employee, business or community. Findings from this study can contribute to the literature that is lacking in our field. These findings should also encourage researchers to examine other benefits that might be attributed to employee participation in employee recreation programs.

### **Purpose Of The Study**

The purpose of this study was to examine the effect that participation in an employee recreation program has on the participants' level of job satisfaction and satisfaction with their community. A secondary purpose is to investigate the differences and the factors causing the differences in an employee's level of job and community satisfaction.

### **Statement Of The Problem**

Is there a relationship between employee participation in the Corporate Challenge and job satisfaction and community satisfaction?

#### **Testable Hypotheses:**

Three hypotheses will be tested at the .05 significance level

1. There is no significant relationship between employee participation in the Corporate Challenge and overall job satisfaction.

Specifically:

- a. There is no significant relationship between the number of years an employee participates in the Corporate Challenge and their level of job satisfaction.
  - b. There is no significant relationship between the level of job satisfaction of an employee who participates in the Corporate Challenge and the level of job satisfaction of an employee who does not participate in the Corporate Challenge
2. There is no significant relationship between employee participation in the Corporate Challenge and an employee's overall feeling of importance with community life.

Specifically:

- a. There is no significant relationship between the number of years an employee participates in the Corporate Challenge and their overall feelings of importance of community life.
  - b. There is no significant relationship between the level of community life importance of an employee who participates in the Corporate Challenge and the level of community life importance of an employee who does not participate in the Corporate Challenge
3. There is no significant relationship between employee participation in the Corporate Challenge and an employee's overall satisfaction with community life.

Specifically:

- a. There is no significant relationship between the number of years an employee participates in the Corporate Challenge and their overall satisfaction with community life.
- b. There is no significant relationship between the level of community life satisfaction of an employee who participates in the Corporate Challenge and the level of community life satisfaction of an employee who does not participate in the Corporate Challenge

**Delimitations**

This study will be delimited to the measurement of job satisfaction, community satisfaction, and community life importance levels of the employees who work for the five companies chosen for this study. Also, the study will be delimited to the four subject group levels of job satisfaction, community satisfaction and community life importance. The four groups are as follows 1) new participants, 2) 2 - 3 year participants, 3) greater than 3 years participants, and 4) control group - no participation

**Assumptions**

It is assumed that the survey instrument used for this study is an accurate measurement of job satisfaction and community satisfaction.

**Definitions**

**Corporate Challenge-** The Corporate Challenge is a community wide recreational event which takes place in the City of Las Vegas . Every year the Las Vegas Department of Park and Leisure Activities administers this six-week event for the employees of local companies within the City of Las Vegas and surrounding communities. This event will be examined for the purpose of this paper.

## **CHAPTER 2**

### **REVIEW OF LITERATURE**

#### **Introduction**

The purpose of this study was to examine the effect participation in an employee recreation program has on a participant's level of job satisfaction and community satisfaction. In order to identify and understand the relationships between employee recreation programs and job satisfaction and community satisfaction a review of the literature was conducted. This chapter presents a review of relevant topics, including: a) job satisfaction and community satisfaction theory, b) recreation and leisure theory, c) the changing nature of employee recreation programs, d) and research related to the benefits of employee recreation programs and employee health promotion programs.

#### **Job Satisfaction**

The purpose of this section is to review the literature relevant to job satisfaction. The following topics will be discussed. (1) The causes of job satisfaction. (2) The effects of job satisfaction on factors such as absenteeism, productivity, and turnover. (3) The definition and measurement of job satisfaction. An overview of the theory of job satisfaction is also provided in order to explain what causes job satisfaction and the effects of job satisfaction in the workplace.

#### **Overview of Job Satisfaction Theory**

Companies implement employee health promotion programs and employee recreation programs with the intent of increasing their employees level of health and fitness, but programs are also implemented with the hopes of positively affecting their

employees level of satisfaction towards their work. Job satisfaction has been of interest and of great importance to researchers in various fields of study. Some of the more extensive research has been done in the related areas of organizational psychology, organizational behavior, vocational psychology, organizational sociology, and human resources (Cranny, Smith, & Stone, 1992).

The earliest research studies were attempts to determine the general proportions of satisfied and dissatisfied workers. These studies were not concerned with the causes or effects of job satisfaction. The basic question asked was who is satisfied and who is dissatisfied with their job. This was a straight forward approach which utilized calculations of probability (Carrol, 1973).

The next attempts (which are still studied today with more complexity) examined characteristics of workers such as, age, sex, education, length of employment, salary, marital status, ability, and performance and tried to correlate these characteristics with an employee's level of satisfaction. This approach was based upon the assumption that if the presence of a variable in the workplace leads to satisfaction, then its absence will lead to dissatisfaction and visa versa (Carrol, 1973). This traditional theory has workers shifting along a single continuum in response to changes in the job, whether these changes are extrinsic or intrinsic to their work. Using salary as an example, one can see how the worker shifts along a single continuum. If a worker's pay is increased by 20 dollars he will move that much up on the job satisfaction continuum, while if a workers pay is increased by 40 dollars he will be 20 dollars more satisfied than the co-worker who only received a 20 dollar pay increase. The difficulty with this theory is that no other variables related to the job are taken into consideration; all other variables are held constant. This is virtually impossible, because in the workplace many variables interact to create an environment where a worker's attitudes and emotions may change every day.

Process theories of motivation examine many variables in relation to an individual's motivation to perform certain job tasks and an individual's level of job



satisfaction. Examining the process theories of motivation enables researchers and practitioners to better understand what causes and affects job satisfaction. Stoner (1982) suggested that "process theories relate to the manner by which variables interact with job characteristics to affect job satisfaction" (p.38). Specifically, process theories attempt to identify the types of variables affecting an individual's motivation and satisfaction. After the variables are identified, the interaction between the variables is described and an explanation of how these variables combine to create overall job satisfaction is given. Two major process theories are Expectancy theory and Equity theory. These theories can aid managers in understanding why their employees are satisfied or dissatisfied with their jobs or facets of their jobs.

Expectancy theory examines an employee's satisfaction on the basis of what the employee actually receives in the workplace compared to what he expects to receive (i.e. bigger office, more benefits, bonus) (Vroom, 1964). If the employee receives what he expects to receive, he will be satisfied; conversely, if he fails to receive what he expected to receive, he will be dissatisfied.

Equity theory focuses on comparing an individual's inputs and outcomes with that of other individuals. There are three steps to consider when utilizing equity theory: (1) evaluation (2) comparison and (3) behavior. Theorists believe that individuals will evaluate their input to see if it is equivalent to what they actually receive, such as a reward or recognition, then compare it with others in their organization. If they find inequity in the comparison, they will act negatively; conversely, if they find equity they will act positively.

### **Effects of Job Dissatisfaction**

If employees are dissatisfied with their job or surrounding environment, they are more prone to quit, be absent, or work below normal performance levels (Rudman, 1987). Depending upon the employee, satisfaction or dissatisfaction at work might not be easily detected by management. Employees are satisfied and/or dissatisfied with their jobs for

different reasons and also react to these reasons in various ways. Managers must recognize that job satisfaction is a complex construct and is not easily identifiable in the workplace. By utilizing the process theories of motivation, managers might find new ways of improving their employees' levels of job satisfaction.

### **The Definition of Job satisfaction**

A review of job satisfaction research has shown that definitions of the job satisfaction construct vary somewhat from one author to the next. Ivancench & Donnelly (1968) define job satisfaction as "the favorable viewpoint of the worker toward the work role he presently occupies" (p. 56). Locke (1976) stated that "job satisfaction can be viewed as a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experiences" (p.1300). Locke & Henne (1986) stated that "the achievement of one's job values in the work situation results in the pleasurable emotional state known as job satisfaction" (p. 21). Cranny, Smith and Stone (1992) reviewed the above definitions and others, and suggested that there appears to be a general agreement that job satisfaction is an emotional reaction to a job that results from the employee's comparison of actual outcomes with those that are desired. The above definitions take into consideration that each employee has different needs, wants and desires. A company that concentrates on satisfying its employees' needs, wants, and desires will hopefully have more employees who are satisfied with certain facets of their jobs and satisfied with their job in general. An avenue for companies to consider would be to implement employee recreation programs. The literature on recreation and leisure does support the contention that recreation programs can make some contribution to the satisfaction of an individual's needs, wants and desires (Debats, 1981; Shinew & Crossley, 1989).

### **Measurement of Job Satisfaction**

Much time has been devoted to developing operational definitions of the job satisfaction construct. Included in this research are measures of overall and general job

satisfaction and satisfaction with facets of the job such as the work itself, supervision, pay, co-workers, working conditions, company policies and procedures, and opportunities for promotion. Over one hundred different instruments have been used to measure job satisfaction (Dunham & Smith, 1979).

One of the most well-known and widely used measures of job satisfaction is the Job Descriptive Index (JDI). This measure has been used mostly in an industrial setting and focuses on five job aspects: work, pay, promotions, supervision, and co-workers (Smith, Kendall, and Hulin, 1969). The JDI utilizes a modified adjective checklist format which has seventy-two items and takes about ten to fifteen minutes to administer. The JDI is also appropriate for employees with low levels of literacy. Three other well-known measurements of job satisfaction are the (1) Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, & Lofquist, 1967) (2) Faces Scale (Kunin, 1955); (Dunham & Herman, 1975) and (3) The Index of Organizational Reactions (IOR) (Smith, 1976).

The MSQ consists of one hundred evaluative items that measure satisfaction with the following aspects: ability utilization, achievement, activity, advancement, authority, company policies and practices, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social services, social status, supervision-human relations and technical, variety, working conditions. Most of these facets have been validated, but some of these facets have not received much attention in terms of research. The MSQ also requires a moderate level of literacy and takes twenty to forty minutes to administer.

The Faces scale contains a set of male and female faces with matching expressions. Originally the scale was made up to measure general job satisfaction, but now can measure eight job satisfaction aspects. These facets include: supervision, kind of work, amount of work, financial, career future, company identification, co-workers, and physical conditions. Administration of the Faces scale takes about ten minutes and

requires very low language skills. In the past the Faces scale has been mostly used at the conclusion of a survey or in an exploratory area.

The IOR has been utilized in service oriented companies and was also tested for validity and reliability in a service oriented company (Sears, Roebuck, and Company). Since the companies used in this study are service oriented, and not industrial in nature, the Index of Organizational Reactions was used to examine employees' levels of job satisfaction. The IOR will be discussed in detail in chapter 3.

### **Community Satisfaction**

It has been hypothesized that providing recreation and leisure activities within a community can contribute to individuals' satisfaction with their surrounding community and increase their feeling of importance with community life (Allen, 1990; Murphy & Howard, 1977; Sessoms, 1979; Tindell, 1984). One purpose of this study was to examine employee participation in the Corporate Challenge and its effect on the employee's satisfaction with community life and the employee's feeling of community life importance. The Las Vegas Department of Parks and Leisure Activities utilizes a large portion of its public parks and facilities for the operation of the Corporate Challenge. The city hopes that the utilization of these properties will 1) increase the public's awareness of what the department has to offer the community and its citizens, and 2) increase the citizen's community satisfaction and community life importance.

Since the early 1980's, there has been an increasing emphasis on understanding community life. Researchers want to know what makes an individual satisfied with community life (Allen, 1990). In the southwestern area of the United States, many planned communities are being developed. In the east and mid-western states the trend is towards renovating some of the older communities. Public officials and city planners in these areas need to know what citizens want in their communities so that they may allocate the financial resources correctly. Support for the development of recreation and

leisure services in the community is needed in order for money to be allocated for these special projects. Allen (1990) stated that "the technical and professional literature is replete with suppositions regarding the benefits of leisure services to one's community" (p. 183). He goes on to state that only in limited cases has there been any documentation that has actually supported these allegations.

Early research on the community utilized objective measures such as gross national product, unemployment rates, educational level and crime rates to measure community satisfaction. These social statistics enable the public to have an understanding of how a community fairs economically, socially, and educationally, but do not offer any explanation of how an individual feels or subjectively evaluates his or her community. An example of using objective indicators to examine a level of satisfaction and the problems that can occur with these indicators is shown in a statement made by Robert Kennedy (Marans & Rodgers, 1975, p. 302).

"We cannot measure national spirit by the Dow Jones average or national achievement by the gross national product. For the gross national product includes our pollution and advertising for cigarettes, and ambulances to clear our highways of carnage. It counts special locks for our doors and jails for people who break them. The gross national product includes the destruction of redwoods, and the death of Lake Superior. It grows with the production of napalm and nuclear warheads."

Marans and Rodgers (1975) stated that objective indicators are colorless and only when human meanings are attached to them do they become important. Researchers have suggested that an individual's subjective evaluation of its community and its attributes may be a better predictor of community satisfaction than the objective measures or social statistics (Blake, Weigel & Perloff, 1975; Flanagan, 1978; Kennedy, Northcott, & Kinzel, 1977). From a subjective perspective, the examination of community satisfaction may be broken into several attributes or dimensions. These include: services offered in the community, recreation and leisure opportunities, social and environmental factors, opportunities to develop relationships with friends, community cohesiveness, group decision making, open space, climate and geographical location. Researchers have not

been able to agree on the relative importance of each dimension towards a person's community satisfaction.

### **The Recreation and Leisure Dimension**

When examining recreation and leisure as an important part of community satisfaction, researchers have used various descriptors to define the recreation and leisure dimension. Blake et al. (1975) defined the recreation and leisure dimension of community satisfaction as entertainment facilities, outdoor recreation, and clubs and organizations. This dimension was rated second as a predictor of an individual's satisfaction with their community. Kennedy et al. (1977) defined the recreation and leisure dimension as an individual's assessment of their satisfaction with recreational facilities, amount of free time, and participation in recreation activities. This dimension was ranked fourth as a predictor of community satisfaction. Flanagan's (1978) dimension of recreation and leisure was rated lowest in relation to an individual's satisfaction with community. The recreation and leisure descriptor in Flanagan's study was defined as socializing, passive and observational recreation activities, and active and participatory recreational activities. The above studies show that there is no consensus as to the definition of the recreation and leisure dimension. Allen (1984) suggested that to further the research on community satisfaction and its relation to recreation and leisure, a more comprehensive and consistent definition of the recreation and leisure dimension is needed.

Allen and Beattie (1984) reviewed eleven instruments that assess community life attributes. Four instruments were chosen out of the eleven to represent an accurate description of community life attributes. Allen and Beattie (1984) then combined and modified these attributes to develop their own community satisfaction measurement which has seven dimensions. "Since each dimension represents a composite of the four instruments, the breadth of services and opportunities in each dimension was more comprehensive than that which existed in previous studies investigating community

attributes" (Allen & Beattie, 1984, p.43). Allen and Beattie's community satisfaction instrument is utilized in this study to examine employees' level of satisfaction with their community before and after participation in the Corporate Challenge. A thorough explanation of the instrument is reviewed in chapter 3.

### **Recreation and Leisure Theory**

Employee job satisfaction and community satisfaction may increase due to the physical and psychological benefits a person receives from participation in a employee recreation program. To lend support to the implementation of employee recreation programs, a theoretical perspective of recreation and leisure must be viewed. Driver, Peterson and Brown (1991) stated that "recreation refers to behaviors that are enjoyed voluntarily for their intrinsic rewards during times when one is not committed to meeting basic survival and comfort needs, attaining to material possessions, or meeting ongoing social obligations" (p. 7). Recreational sport is defined by Wankel and Berger (1990) as sport involvement which is voluntarily chosen and which produces intrinsic rewards. Both of the above definitions are comparable with the definition of leisure.

Although the search for the meaning of leisure has been a continuous and complicated process, there is a common agreement amongst most leisure researchers that in order to experience leisure, intrinsic motivation and perceived freedom (voluntarily) must be present (Neulinger, 1974, 1976, 1981; Kelly, 1972; Mc Dowell 1981; Iso-Ahola, 1980, 1984; Mannell, 1980; Tinsley & Tinsley, 1986). It is also believed that whenever a person experiences leisure, they receive a certain level of enjoyment that can be attributed to the satisfaction of one's physical and psychological needs (Tinsley & Kass, 1978, 1979; Tinsley & Johnson, 1984; Tinsley & Tinsley, 1986). A person's physical needs can be satisfied by improving his or her level of fitness through a leisure experience. Some psychological needs that can be fulfilled by participation in a leisure experience include: self-actualization; the development of interpersonal and leadership skills, cognitive and

social development, and satisfaction with life in general (Tinsley, 1986). Finney (1979) suggested that recreation may be considered a form of an activity that brings self-satisfaction and enjoyment to the participant.

Many researchers have used the terms recreation and leisure interchangeably. This allows the recreation field to substantiate their research efforts with supportive leisure theory. From a theoretical perspective, it can be suggested that the physical and psychological benefits that a person may receive from leisure participation hold true and are consistent when a person participates in a recreational activity. From this viewpoint, one would contend that employee participation in employee sponsored recreation programs causes the employee to benefit physically and psychologically.

### **The Nature Of Employee Recreation Programs**

During the industrialization of America, companies put a major emphasis on implementing recreational activities for the employee. Now companies are putting a major emphasis on the wellness concept by implementing employee health promotion programs. The shift from offering a traditional employee recreation program to offering a employee health promotion program began in the mid 1970's with the wellness movement. Wellness may be defined as "the process of fostering awareness, influencing attitudes and identifying alternatives so that individuals can make informed choices and change their behavior in order to achieve an optimal level of physical and mental health and improve their physical and social environment" (Gutknecht & Gutknecht, 1990).

Employee recreation programs are still being implemented, but do not have as much empirical support as do employee health promotion programs. The field of recreation has not adequately demonstrated that the programs (recreational) being provided by companies are beneficial to either the employee or the business (Ellis and Richardson, 1991).



The National Industrial Recreation Association also illustrates the shift from employee recreation programs to employee health promotion programs, when recently their name was changed to the National Employees Services Recreation Association (NESRA). This name change shows the changing nature of recreational activities that is evident in company sponsored employee programs of today.

Researchers are beginning to publish articles that disclose evidence of the apparent disinterest in employee recreation programs. Hollander and Lengerman (1988) conducted a survey of Fortune 500 companies and found that two-thirds of the companies which responded reported having employee recreation programs. However, after reviewing the list of the activities provided by the companies, it should be noted that all programs were oriented towards exercise and fitness and were not recreational in nature. It appears as if recreational activities have been replaced by activities related to employee physical health, and are now the driving force behind the implementation of employee health and fitness related programs. (Ellis & Richardson, 1991).

Lee (1991) reviewed Falkenberg's (1987) investigation of research related to the impact of employee fitness programs and found that employers have overlooked the value of sports programs in the workplace. Falkenberg (1987) stated in his article that over 50,000 business firms promote physical activity, however; Lee's (1991) review found no articles or books directly focusing on sports in the workplace.

While the emphasis has shifted to implementing employee health promotion programs in the workplace, employee recreation programs still hold great value for the future. It has been hypothesized that participation in an employee recreation program will increase overall job satisfaction and community satisfaction. The following sections in this chapter will examine the theoretical and empirical research that has been conducted in the field of recreation which supports the above hypothesis.

### **Benefits of Employee Recreation Programs**

When employees receive physical and psychological benefits from participation in employee recreation programs, it is believed that these benefits are carried over into the workplace. Work-related benefits are those which strengthen the company as well as the participating employee. Examples of work-related benefits include increased job satisfaction, increased job performance, decreased absenteeism and improvement of overall company image. Rationalistic ideas have been used to link work related benefits to the physical and psychological benefits a person might receive from employee recreation participation. These include: (1) employees who feel good will be more productive (2) increased physical fitness will lessen fatigue, therefore more productivity and increased satisfaction (3) exercise increases oxygen flow to the brain, which in turn allows for clearer thinking and improved alertness (Teborg, 1986).

Many authors suggest that employee participation in employee recreation programs will effect the work-related benefits mentioned above (Fain, 1983; Hill, Glassford, Burgess, & Rudnick, 1988; Howe, 1983; Nudel, 1984; Streitz, 1986; Mobily, 1984). However, these mentions do not provide any empirical support for their position. Instead, the literature is full of subjective evaluations and testimonials provided by management and employees.

Although there is a lack of empirical evidence supporting the benefits of employee recreation programs, there are a few supportive research studies that have been conducted. The first research studies that examined the effect of employee recreation participation and its effect in the workplace were conducted by Finney (1979; 1985). In 1979, Finney examined the effect of employee participation in recreation programs on employee boredom and productivity in the workplace. Boredom in the workplace may be a general factor which may affect job satisfaction. Finney theorized that recreation may be a form of activity that brings self-satisfaction and enjoyment to the participant, which in turn creates increased satisfaction at work. This laboratory experiment was conducted

with 12 subjects each in the experimental and control groups. A tedious, boring task was given to both groups to accomplish. The experimental group was given 10-minute breaks with recreational activities supplied for them, while the control group was not. Finney concluded that recreation may have an effect on worker productivity. His findings showed that when "recreation is interspersed during the work process, over time, the productivity rates of those workers seem to rise consistently" (Finney, 1979). In another similar laboratory study, Finney (1985) examined employees involved in recreational activities and found that participation in company sponsored recreational activities contributed to higher employee productivity by reducing stress and giving the worker a perceived sense of control.

Shinew and Crossley (1989) investigated absenteeism rates and the job satisfaction of 900 employees at the General Electric Company in Cincinnati, Ohio. The purpose of this study was to make a direct comparison between the company's employee recreation program and the company's employee fitness program by examining absenteeism rates and job satisfaction levels. Four employee categories were identified (1) General Electric fitness center members (2) General Electric Employee Activity Association members (employee recreation program) (3) members of both fitness and recreation programs (4) non members (employees who did not participate in either program).

Absenteeism was examined by counting not only days lost due to illness, but also days lost for personal reasons. General Electric's management believed that personal absence may often be linked to motivation. The following lists the total mean # of absences for each of the four employee groups. (1) Non - member - 8.93 days (2) Recreation members - 5.28 days (3) Fitness members - 4.95 (4) Dual member - 4.83 days. Non - members averaged about 4 days more than members of either the recreation program or the fitness program. The means were found to be significantly different from one another.

Job satisfaction was examined by using a questionnaire based on Herzburg's motivation- hygiene theory. The questionnaire was based on 10 hygiene factors and five motivators. Herzburg's hygiene factors describe the job environment and are said to prevent job dissatisfaction, but at the same time, they do not enhance a person's attitudes toward their jobs. On the other hand, motivation factors do have an impact on positive job attitudes. Employees were asked to rate the hygiene factors and motivators on a five-point Likert scale. After analyzing these scores, the findings were similar to the findings in relation to the absenteeism levels. There was a significant difference between non-members and members, but there were no significant differences between recreation and fitness members. In both parts of this study (absenteeism and job satisfaction) the recreation program was equal to the fitness program. This aids in justifying the theory that employee recreation programs are as beneficial as employee fitness programs. Shinew and Crossley stated that "recreation programs contain benefits comparable to fitness programs and therefore, may present a viable alternative to companies seeking to improve employee performance" (Shinew & Crossley 1989).

### **Benefits of Employee Health Promotion Programs**

If employee recreation programs contain benefits comparable to that of employee health promotion programs than an examination of the research available on employee health promotion programs will aid the field of recreation and the future implementation of employee recreation programs. After reviewing research studies conducted at worksite fitness programs, four primary areas evolved that provided justification for the implementation of these programs.

- decrease in health care costs
- decrease in absenteeism
- increase in employee fitness levels
- increased job satisfaction and productivity

The following section will examine and review studies conducted at worksite fitness programs that have focused on increased job satisfaction, productivity and performance.

Rudman (1987) conducted a study that focused on how the implementation of an onsite fitness center affects worker productivity. Seven scales that measure job productivity and job satisfaction were used to operationalize worker productivity: (1) Job interest (2) Control over work conditions (3) Job Satisfaction (4) Job Importance (5) Job and Lifestyle (6) Control over work output, and (7) Company Satisfaction. The data was collected from workers at the world headquarters of Campbell Soup Company in Camden, New Jersey. A mail questionnaire with a five point Likert scale was sent to both members of the onsite fitness center (465) and non - members (229) of the onsite fitness center. Personal interviews were also conducted on 30 randomly selected employees (15 members, 15 non - members).

The data suggested that the onsite health and fitness center had an important impact on worker productivity. Rudman found that those who use the fitness center believe "that they are more productive at work, relate better to co - workers, think more clearly about work-related problems, and enjoy their work more than non - members" (Rudman, 1987). However, during the quasi-experiment, the subjects were only tested once (sent the mail questionnaire). This made it difficult to differentiate between any changes that occurred to the subjects work-related attitudes and performance levels. Changes in the subject could have occurred (1) because of the onsite fitness center, and (2) because of other extraneous factors at the Campbell Soup Company. Also, the data could not be compared to previous employee attitudes on job satisfaction, productivity, and performance. This set limitations on Rudman's findings, Rudman suggested that conducting longitudinal studies where pre and post data measures are collected would aid in attaining more accurate data on what changes occurred because of the fitness program. Also, researchers would be able to compare the pre to the post data.

Bernacki and Baun (1984) investigated the relationship between exercise adherence and job performance over a six-month period at Tenneco Inc. The study population of 3,231 workers was divided into four job categories (1) management, (2) professional (3) clerical, and (4) other. The study population was also divided into five exercise adherence groups (1) non member (2) non exerciser but member (3) exercised less than one time per week (4) exercised one to two times per week, and (5) exercised more than two times per week. Each subject in the study was rated on job performance by utilizing an established supervisory's rating system of job performance. The supervisory ratings were given to each subject prior to the initiation of the worksite health and fitness program and after six months of the programs implementation. Bernacki and Baun (1984), noted that in each adherence group no differences in performance were found when prior performance was compared with performance after the implementation of the employee worksite health and fitness program. This would suggest that job performance is stable over time and it is not influenced by exercise adherence; however, Bernacki and Baun (1984) also noted that because the time frame between employee performance ratings was short, "it is difficult to state this with any degree of confidence" (Bernacki & Baun, 1984). Although the above suggests there was no change in levels of job performance after participating in a worksite fitness program, a strong association was observed between above average work performance and increasing exercise adherence levels. An inverse relationship was also demonstrated between poor performance and increasing adherence levels. These findings suggest that there is an overall positive relationship between job performance and exercise adherence.

Spillmam et al.(1986) studied a health promotion program at AT&T called the Total Life Concept. This study examined the effects of a pilot employee health promotion program on employee job and health related attitudes. Job related attitudes were measured by utilizing a job and health - related attitudinal survey that was developed for the study. These variables were measured prior to the implementation of

the health promotion program and one year later. The survey was based on questions about overall productivity, quality of work, relations with co-workers and supervisors, their personal energy level and their morale. The subjects were also asked to give a statement of how they felt the employee health promotion program effected their quality of work lives.

In summary, Spillman et al.(1986) found no significant changes in ability to affect one's own health, job confidence, and absence due to illness. The dependent variables that showed a consistent change over a period of time were psychological well-being, work enthusiasm, and satisfaction with working conditions. Employee's were also asked (after one year participation) if their participation in the health promotion program had effected their performance in the workplace. The employees consistently answered that their participation had improved their productivity and their quality of work life. Spillman et al.(1986) suggested that although it is difficult to measure subjective variables such as quality of work life, productivity, and morale, employees certainly feel they have benefited from participation in employee health promotion programs.

### **Absenteeism**

Studies at worksite fitness programs have also examined absenteeism as a factor in relation to turnover, productivity and job satisfaction. The premise of this relationship is that if employees are unhappy with their jobs, they are more inclined to stay home. If employees stay home than productivity goes down and the possibility of employee turnover increases. Researchers have also identified an inverse relationship between increased physical fitness and absenteeism. Donogue (1977) has examined many studies to find a relationship between physical fitness, absenteeism and work performance and has reported that physical fitness training can reduce the risk of heart attacks and other illnesses, therefore; reducing the rate of absenteeism. Many companies are finding data that may suggest that Donogue is correct. For example, a report on the Adolph Coors Company's onsite wellness center found that wellness center participants miss an average

of 1.96 working days a year due to illness or injury compared to non-participants who missed an average of 3.08 days a year (Callahan, 1986). The following section reviews studies that have examined absenteeism in relation to turnover, productivity, and job satisfaction.

Karabetian and Gebharbp (1986) examined the effect of an employee's participation in a worksite fitness program on job satisfaction, body image and number of sick days. This study was done in an industrial setting at a large southern California aerospace firm. A pre-post matched control group design was utilized which was composed of 23 subjects in the experimental group and 23 subjects in the control group. Job satisfaction was measured by Brayfield and Roth's (1951) Job Satisfaction Index. A five-point Likert scale was used which measures job satisfaction by examining an employee's attitude toward their work. A second questionnaire developed by Nash and Ormiston (1978) measured body image. Sick days were measured using actual data from each subject's files. These three dependent variables were measured at the start of the fitness program and six months later.

In summary, the findings showed that the experimental group compared to the control group reported having significantly higher job satisfaction and fewer sick days. These results supported Karabetian and Gebharbp's hypothesis that people who take part in a physical fitness program tend to show greater job satisfaction, a more positive body image and less absenteeism than individuals who do not participate in a physical fitness program.

Baun, et al. (1986) examined a random sample of 517 employees at Tenneco Inc. The study was done to determine differences in absenteeism among exercisers and non-exercisers of the worksite fitness program. Absenteeism was measured as the total number of recorded sick hours an employee used during the calendar year. Absenteeism was compared before and after the program was implemented. The results of this study



indicated that there was a trend with exercisers having fewer sick day's than non-exercisers.

Another study by Cox et al. (1981) was done involving two large insurance companies with one being the test company and one being the control. These companies were examined on the basis of job satisfaction, productivity and absenteeism. Evaluations of the above variables were given three months prior to and six months after the introduction of the onsite fitness program. The Job Description Index of Smith, Kendall and Hulin (1969) which measures five specific areas: type of work, supervision, pay, opportunities for promotion and co-workers was utilized to measure job satisfaction. A general attitude questionnaire which explored their satisfaction with life and employment was also utilized to examine job satisfaction. Productivity was measured by examining the turnover rate in each department along with an arbitrary assessment of productivity per department.

The results indicated that the employees general attitude towards their job improved, but the Job Description Index did not register any parallel gains from the pre to the post test. Cox et al. (1981) suggests that this may be the fault of the measuring instrument, since all scales had high initial values except for pay and promotion. Productivity showed small gains of 3 - 4 % in both the test and control companies. Absenteeism of the high exercise adherents was reduced by 22% relative to other employees.

### **Experimental Difficulties**

Although the review of empirical research on employee health promotion programs and employee recreation programs have provided favorable results, some authors have suggested that these experiments suffer from poor design and methodology (Falkenberg, 1987; Hoffman & Hobson, 1984; Shepard 1988). Shepard (1988) stated that "few authors have used matched controls, and even where a controlled experimental design has been attempted, the gains in performance could reflect a Hawthorne effect

rather than a true response to exercise, since it is impossible to initiate an exercise program in true double-blind fashion" (p. 7). Hoffman and Hobson (1984) listed three main problems with the past research that relates to employee health promotion programs:

1. lack of adequate control variables for comparison purposes.
2. self-selection of subjects, only those motivated and interested in fitness participation
3. lack of statistical significance testing to determine the probability of chance findings.

As researchers and practitioners in the field of recreation, we must come to realize that research pertaining to employee health promotion programs and employee recreation programs needs to be expanded by controlling variables and using sound methods of measurement and data collection.

### **Summary of the Literature**

This chapter has given an overview of job and community satisfaction theory and their relation to employee health promotion and recreation programs. Other relevant topics have been discussed, including: a) the changing nature of employee recreation programs, b) recreation and leisure theory, c) research related to the benefits of employee recreation programs and employee health promotion programs. The literature review has shown that the emphasis placed on employee health and fitness has shifted from implementing employee recreation programs to the implementation of employee health promotion programs. However, there is a belief that "recreation programs may contain benefits comparable to fitness programs and therefore, may present a viable alternative to companies seeking to improve employee performance" (Shinew & Crossley, 1989, p. 28). Lee (1991) and Ellis and Richardson (1991) state that there is a lack of empirical evidence to support the work-related benefits that are attributed to employee participation in employee recreation programs.

Employee recreation programs provide employees with an alternative way to participate in exercise and fitness activities. The purpose of this study was to examine the relationship between employee participation in the Corporate Challenge and job and community satisfaction.

## **CHAPTER 3**

### **METHODOLOGY**

#### **Introduction**

The purpose of this study was to examine the effect that participation in an employee recreation program has on the participant's level of job satisfaction and satisfaction with ones' community life. This chapter describes the employee recreation program that was utilized to obtain data for this study. The selection of subjects, the description of the questionnaire and instruments used to collect data, the procedures and methods of data collection and data analysis are also detailed in this chapter.

#### **Employee Recreation Program** **- The Corporate Challenge**

The Corporate Challenge is one of the largest athletic events in southern Nevada. The Las Vegas Department of Parks and Leisure Activities implements this program with the intent of increasing the participant's awareness of the recreation programs and opportunities that the department had to offer. The Corporate Challenge is also implemented to create an experience which will increase the participant's satisfaction with the community and their company.

The profound success of the Corporate Challenge can be seen in the increase of participation rates over the seven years the program has been implemented. In 1986, the first year the Corporate Challenge was introduced to the city of Las Vegas, there were 15 events, 18 teams, and 1,500 participants. In its seventh year (1993), the program had 27 events, 95 teams and over 13,500 participants.

Each year, the Las Vegas Department of Parks and Leisure Activities administers this six week, city-wide event for local companies and their employees. The Corporate Challenge provides employees with the opportunity to represent their companies in a variety of individual and team sporting events. Employees may volunteer to participate in any number of the 27 different events which the Corporate Challenge has to offer. The events include recreational activities such as volleyball, softball, darts , billiards and bocce ball. (See Appendix F for a complete list of events). Companies are placed within one of four divisions where they compete against other companies of comparable size. The top three winners of each event receive bronze, silver and gold medals, patterned after the Olympic games. Trophies are also awarded to the winning companies in each division.

Although the Corporate Challenge is not a company-sponsored event, the companies involved organize their teams and individual participants for competition. Companies entered in the corporate challenge are responsible for finding employees who will volunteer to participate in the corporate challenge. The following section describes the responsibilities and duties of the companies involved in this city-wide event.

#### **Company Responsibilities in the Corporate Challenge**

Participating companies have a company coordinator who is responsible for the following duties.

1. Acts as a liaison between the company and the Corporate Challenge office.
2. Handles company registration and participation waiver forms.
3. Attends Corporate Challenge Coordinator meetings, and selects team captains

Participating companies must have a team captain for each event in which they are entered. Team Captains are responsible for the following duties.

1. Preparing their team to play.
2. Securing practice times.

3. Coordinating practices with individual work schedules.
4. Assuring that the team is on time for each game.

### **Role of the Company Coordinator**

The company coordinator of each company played a large role in the selection of subjects. In order for the company coordinator to accurately select subjects, each coordinator needed to be instructed on the basic random selection process. Each company coordinator went through a meeting with the researcher and was also given an instruction sheet (See Appendix C for coordinator letter and instruction sheet) to use for reference during the selection process. The company coordinators first step was to provide a list of the total number of employees from their company that were participating in the corporate challenge. Secondly, the list was split into the three sub categories. (1) new participants (2) 2-3 year participants (3) > 3 year participants. From this list, the researcher and coordinator randomly selected subjects to fill the sample. The coordinators were also responsible for selecting subjects for the control group on the basis of (1) gender (2) length of employment and (3) job position. After all of the subjects were randomly selected from each company, each company coordinator was responsible for distributing and collecting the questionnaires. The coordinator was also responsible for making follow-up calls to the people who did not return a completed survey. The researcher assisted with any difficulties or areas of concern that the company coordinator had.

### **Selection of Companies and Subjects**

In order to select the sample for this study the following procedures were necessary. From the 95 companies that were registered to participate in Corporate Challenge, 6 companies were randomly selected from four divisions. The four divisions are based on the size of the companies with division A being the largest. To compete in division A, a company must have 2000 or more employees, in division B a company must

have 600 to 1999 employees, in division C a company must have 150 to 599 employees, and in division D a company may have up to 149 employees.

So as not to bias the sample, an equal number of corporate challenge participants were selected from each division. The random selection of companies and participants went as follows. In division A, one company was chosen which had 160 corporate challenge participants. In division B, one company was chosen which had 145 corporate challenge participants. In division C, 2 companies were chosen, company (C - 1) had 56 corporate challenge participants, and company (C - 2) had 98 corporate challenge participants. In division D, two companies were chosen, company (D - 1) had 65 corporate challenge participants, company (D - 2) had 40 corporate challenge participants. Total corporate challenge participant selections from each division were : Division A - 160 participants, Division B - 145 participants, Division C - 154 participants, and Division D - 105 participants. Table 3 in Chapter four represents the final selection of companies.

### **Subjects**

Subjects were then randomly selected from the above division totals to fill the samples three sub-categories and control group. Table 1 represents the ideal sample to be selected for this study.

Table 1

Ideal Sample Size / N=160

	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>
<u>PARTICIPATION</u>				
new participants	10	10	10	10
2 to 3 year	10	10	10	10
> than three years	10	10	10	10
Control Group	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>
TOTAL SUBJECTS	40	40	40	40

The subjects used for this study were employees who were randomly selected from the 95 participating companies in Corporate Challenge 1993. From the companies selected for the study, 120 employees participating in the Corporate Challenge were asked to complete a questionnaire. These 120 corporate challenge participants were subdivided into three categories: These sub-categories were defined as follows: (1) new participants (employees who never participated in the corporate challenge before) (2) 2-3 year participants (employees who have participated in the corporate challenge 2 to 3 times prior to 1993) (3) > 3 year participants (employees who have participated in the corporate challenge more than 3 times prior to 1993). In addition, 40 employees who were not corporate challenge participants were also tested. This group (control group) was matched with the corporate challenge participants on three factors, gender, length of employment, and job position. These three factors have been found through research to be the most closely related factors to job satisfaction and community satisfaction.

### **Gender**

Hulin & Smith (1964); and Sharpiro & Stern (1975) have conducted studies on gender differences and their relationship to job satisfaction. Research results have indicated that depending on the worker, type of job, and the situation, the level of satisfaction is different between males and females.

### **Length of Employment**

Several researchers have also examined the relationship between years of experience on the job and various aspects of job satisfaction (Herzberg, 1966; Hulin & Smith, 1965; Hunt & Saul, 1975). Herzberg found a U-shaped relationship between the two variables, while Hulin & Smith, and Hunt & Saul found a positive linear relationship between length of employment and job satisfaction.

### **Job Position**

Research has found that the position an employee holds may effect the level of satisfaction that they have with their job (Centers & Bugental, 1966).



### **Description of Instrument**

#### **Questionnaire**

The questionnaire used to collect data for this study was divided into four sections. Section one consisted of 42 questions which measured the subjects' level of job satisfaction utilizing the Index of Organizational reactions (Smith, 1976). Section two consisted of 33 questions which measured the subjects' level of community satisfaction utilizing Allen and Beattie's (1984) community satisfaction scale. Section three consisted of two questions which asked for the employee's perception about the Las Vegas Department of Parks and Leisure Activities. Section four was developed by the researcher to obtain general demographic information. This section consisted of 9 questions which addressed the following: gender, age, length of employment, job position, and previous corporate challenge experience. In addition, a cover letter requesting the employee's participation was attached.

#### **Job Satisfaction Measurement**

The Index of Organizational Reactions (IOR) (Smith, 1976) was utilized to measure the participants level of job satisfaction. The IOR contains a total of forty-two items which assess eight job satisfaction facets: pay, promotion, co-workers, supervision, the quality of work, the amount of work, the physical conditions of the work surroundings, and company identification (Dunham & Smith, 1979). All questions were based on a 5-point Likert response scale. The IOR requires a moderate level of literacy and takes from ten to fifteen minutes to administer.

The validity and reliability of the IOR was examined in a two-phase study. The first phase utilized a factor analysis to demonstrate that the eight facets of satisfaction can be distinguished from one another and that each facet represents a distinct valid sub scale. In addition, it was found that the IOR is very reliable. Reliability values were all .80 and above for each of the eight job satisfaction facets.

In the second phase of the study, the IOR was placed into a multitrait-multimethod matrix (Cambell and Fiske, 1959) with three other measures of Job Satisfaction, (1) Job Descriptive Index (Smith, 1969, et. al) (2) Faces Scale (Hunin, 1955; Dunham & Herman, 1975) and (3) Minnesota Satisfaction Questionnaire (Weiss, 1967, et. al). This method was used to investigate convergent and discriminant validities for all four measures of job satisfaction. This analysis determines whether the four measures of job satisfaction are all measuring the same constructs (job satisfaction facets). The results from this analysis demonstrated that all methods of measuring the various facets possess some degree of both convergent and discriminant validity (Dunham & Smith, 1979). The rank order in which the methods demonstrated convergent validity was: MSQ, IOR, Faces Scale, and JDI. The rank order in which the methods determined discriminant validity was: IOR, MSQ, Faces Scale, and JDI.

### **Community Satisfaction Instrument**

Allen & Beattie (1984) reviewed eleven instruments that had been previously used in research to represent all the community life attributes. Out of the eleven instruments reviewed, Allen & Beattie found four of the instruments to accurately represent all community life attributes. Allen & Beattie (1984) utilized the four instruments developed by Ladewig & McCann, 1980; Flanagan, 1978; Goudy, 1977; and Rojek, Clemente, & Summers, 1975. to develop a new community satisfaction instrument that was used in a survey administered by the University of Wyoming, Water Resources Research Institute, for the City of Green River. This instrument was developed to assess a person's perception of the importance of seven dimensions of community life and their satisfaction with each dimension. The seven dimensions are comprised of 33 elements.

The seven dimensions of community life and the elements that comprise each dimension are as follows: (1) Public Service Dimension - local government, roads and highways, public transportation to and from other communities, public health services, welfare and social services, police protection, and fire protection (2) Formal Education

Dimension - public schools, College University courses, and technical or vocational training (3) Environment Dimension - physical geography or terrain, environmental cleanliness, climate and weather; general appearance of your area of town, and general appearance of your town/community (4) Economic Dimension - cost of living, job opportunities, housing, utilities, and shopping facilities (5) Public Administration Dimension - local government, public transportation, and public roads and highways (6) Citizen Involvement and Social Opportunities Dimension - opportunities in civic organizations, churches religious opportunities, and citizen input into community decisions, opportunities to be with friends/relatives and, opportunities to become familiar with friends and relative (7) Recreation Dimension - publicly funded recreation, private and commercial recreation, adult education (non-credit), parks and open space. A five-point modified Likert response scale was used to determine the subjects rating of importance of each element. The possible responses were: very important , important, neutral, unimportant, and very important. A five-point modified Likert response scale was also used to determine the subjects' level of satisfaction with each element. The scale responses were: very satisfied, satisfied, neutral, dissatisfied and very dissatisfied. This same scale was also used to determine the subject's perceived overall satisfaction with community life.

### **Method of Data Collection**

A pretest-posttest nonequivalent control group design was utilized to collect data for this study. This non- equivalent control group design is an extension of the static group comparison design (Judd, Smith, & Kidder, 1991). The dependent variables of job satisfaction and community satisfaction were measured at two points in time. Each subject in each group (1) new participants (2) 2 to 3 year participants (3) > 3 year participants (4) control group- (non participants in the corporate challenge) was given

both a pretest and a posttest, which measured job satisfaction and community satisfaction both before and after participation in the corporate challenge (independent variable).

### **Procedures**

Prior to the opening of the Corporate Challenge program, the 120 subjects and 40 control group subjects were given the survey. One week after the closing of the corporate challenge program, the same subjects were asked to fill out the survey again. The belief being that corporate challenge participants would have increased levels of job and community satisfaction after participation in the corporate challenge.

### **Data Analysis**

The SPSSX main frame computer at UNLV was used to analyze the data collected. The three Corporate Challenge participant groups ((1) new participants (2) 2-3 year participants (3) > 3 year) pre and post-test mean job satisfaction scores are compared by participation level. A one way analysis of variance was utilized to compute the differences between the four groups ((1) new participants (2) 2-3 year participants (3) > 3 year participants and (4) control group) on the dependent measures of (1) job satisfaction, (2) community life importance, and (3) community life satisfaction. Chapter four will detail the results explicitly.

## **CHAPTER 4**

### **RESULTS AND DISCUSSION**

#### **Introduction**

The purpose of the current study was to examine the effect participation in an employee recreation program (Corporate Challenge) has on the participants level of job satisfaction and satisfaction with ones' community. In this chapter the sample taken for the study and the data collected from all subjects will be described and analyzed. In the first section the descriptive statistics of the sample will be presented. In the second section, the results of the data analysis will be presented. In the third section the results of the data analysis will be discussed with regard to the three hypothesis established in chapter one.

#### **Characteristics of the sample**

The subjects chosen for this study were 120 Corporate Challenge participants and 40 non- participants. These subjects were randomly selected out of the 5 companies that were also randomly selected to partake in the study. The company selected to represent Division A declined to participate in the study. The division A company dropped out of the study after the Corporate Challenge event had begun. Because of the pre and post-testing procedures, a new company could not be selected to represent to Division A. The final sample size for this study  $N = 122$  (91 Corporate Challenge participants, 31 non-participants). Table 1 (See page 35) represents the ideal sample to be taken for this study. Table 2 represents the actual sample taken for this study. Table 3 breaks down the sample of subjects by company. Division B is represented by one company and Division C and D are both represented by 2 companies. Table 3 also lists the total number of employees that each company had participating in the Corporate Challenge. For a

detailed explanation of the company and subject selection process refer to Chapter 3.

Table 2

Sample By Division / N=122

<u>PARTICIPATION</u>	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>
new participants	0	7	10	11
2 to 3 year	0	9	10	13
> than three year s	0	10	10	11
Control Group	<u>0</u>	<u>10</u>	<u>11</u>	<u>10</u>
TOTAL SUBJECTS	0	36	41	45

Table 3

Sample By Company / N = 122

	<u>DIVISION B</u>	<u>DIVISION C</u>	<u>DIVISION C</u>	<u>DIVISION D</u>	<u>DIVISION D</u>
<u>Subject Selection From Each Company</u>	<u>Company B-1</u>	<u>Company C-1</u>	<u>Company C-2</u>	<u>Company D-1</u>	<u>Company D-2</u>
New Participants	7	6	4	3	8
2 to 3 years	9	8	2	13	0
> than 3 years	10	9	1	11	0
Control group	<u>10</u>	<u>2</u>	<u>2</u>	<u>7</u>	<u>3</u>
Total # of subjects chosen from company	36	32	9	34	11

Table 3 (Continued)

Total Number of Employees Participating in the Corporate Challenge From Each Company

	DIVISION B	DIVISION C	DIVISION C	DIVISION D	DIVISION D
<u>PARTICIPATION</u>	Company B	Company C-1	Company C-2	Company D-1	Company D-2
Total # of C.C. Participants	145	56	98	65	40

Gender of Subjects

Sixty-nine females and fifty-three males participated in this study. Table 4 represents the sample by age.

Table 4

Sample By Age- Entire Sample N= 122

<u>AGE</u>	<u>ENTIRE SAMPLE</u>
21 to 30	33
31 to 40	50
41 to 50	31
51 to 60	8

Subject's years worked at their company by participation level

A one-way between analysis of variance (ANOVA) was computed between number of years worked for present employer and Corporate Challenge participation levels (how many years participating in the Corporate Challenge). The results ( $F = 2.2790$ ,  $p = .08301$ ) indicate that there were no significant findings between the subject's number of years worked for the company and the subject's participation level. There are four participant level groups (1- New participants, 2- 2 to 3 year participants, 3-  $\geq$  three years, 4- Control ) The results are presented in Table 5.

Table 5

One Way Analysis of Variance - Subject's years worked at their company by participation level

<u>Source</u>	<u>D. F.</u>	<u>Sum of Squares</u>	<u>Mean Squares</u>	<u>F Ratio</u>	<u>F Prob.</u>
Between Groups	3	131.2213	43.7404	2.2790	.0830
Within Groups	<u>118</u>	<u>2264.7869</u>	19.1931		
Total	121	2396.0082			

### Analysis of Data

The results of a pre and post test comparison of job satisfaction mean scores and three separate one-way analysis of variance are presented in this section.

The three Corporate Challenge participant groups ((1) new participants (2) 2-3 year participants (3) > 3 year) pre and post-test mean job satisfaction scores are compared by participation level. The control group was excluded from this comparison. Mean post-test job satisfaction scores minus mean pre-test job satisfaction scores resulted in a negative number. These results indicated that subjects had lower job satisfaction scores on the post-test than on the pre-test. The results are presented in Table 6.



Table 6

Post Minus Pre-test Job Satisfaction Mean Scores (excluding control group)

<u>Subject Participation Level</u>	<u>Mean</u>
Group 1 - new participants	- 4.9643
Group 2 - 2 - 3 year participants	-6.0313
Group 3 - greater than 3 years	-4.4839

A one-way between subjects analysis of variance (ANOVA) was computed between job satisfaction and Corporate Challenge participation levels. The results ( $F = .7378$ ,  $p = .5315$ ) indicate that there was no significant difference between the mean job satisfaction scores of the four participant level groups (1- New participants, 2- 2 to 3 year participants, 3-  $\geq$  three years, 4- Control ) The results are presented in Table 7.

Table 7

One Way Analysis of Variance -Job Satisfaction

<u>Source</u>	<u>D. F.</u>	<u>Sum of Squares</u>	<u>Mean Squares</u>	<u>F Ratio</u>	<u>F Prob.</u>
Between Groups	3	377.1053	125.7018	.7378	.5315
Within Groups	118	20104.7717	170.3794		
Total	121	20481.8770			

A one-way between subjects analysis of variance (ANOVA) was computed between Community Life Importance and Corporate Challenge participation levels. The results ( $F = 2.6979$ ,  $p = .0491$ ) indicate that there was a significant difference between the mean community life importance scores of the four participant level groups (1- New participants, 2- 2 to 3 year participants, 3-  $\geq$  three years, 4- Control ) The results are presented in Table 8.

Table 8

One Way Analysis of Variance - Community Life Importance

<u>Source</u>	<u>D. F.</u>	<u>Sum of Squares</u>	<u>Mean Squares</u>	<u>F Ratio</u>	<u>F Prob.</u>
Between Groups	3	461.1244	153.7081	2.6979	.0491
Within Groups	116	6608.8756	56.9731		
Total	119	7070.0000			

Since a difference was found between the four mean scores of community life importance, a Multiple Range Test (Tukey's HSD Test) was computed to find which community life importance mean scores were significantly different from each other. Group 1 (New Corporate Challenge participants) and Group 4 (Control) were found to be significantly different at the .05 level. Community Life Importance group mean scores are presented in Table 9.

Table 9

Community Life Importance - Mean Scores

<u>Group</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Standard Error</u>
Group 1 * (1st year)	- 2.7143	8.4847	1.6034
Group 2 (2 - 3 years)	.8710	7.9278	1.4239
Group 3 (> 3 years)	- 1.000	7.0466	1.2865
Group 4 * (control)	2.5484	6.6825	1.2002

\* significant difference (p = .05)

A one-way between subjects analysis of variance (ANOVA) was computed between Community Life Satisfaction and Corporate Challenge participation levels. The results ( $F = 1.6377$ ,  $p = .1845$ ) indicate that there was no significant difference between the mean community life satisfaction scores of the four participant level groups (1- New

participants, 2- 2 to 3 year participants, 3-  $\geq$  three years, 4- Control ) The results are presented in Table 10.

Table 10

One Way Analysis of Variance - Community Life Satisfaction

<u>Source</u>	<u>D.F.</u>	<u>Sum of Squares</u>	<u>Mean Squares</u>	<u>F Ratio</u>	<u>F Prob.</u>
Between Groups	3	310.8013	103.6004	1.6377	.1845
Within Groups	<u>115</u>	<u>7274.6609</u>	63.2579		
Total	118	7585.4622			

**Summary of the Findings**

This section will discuss the data analysis with regard to the three hypothesis established in chapter one.

**Hypothesis # 1:** There is no significant relationship between employee participation in the Corporate Challenge and overall job satisfaction.

Two tests were computed with regard to hypothesis # 1. A comparison of mean job satisfaction scores were computed for all subjects that participated in the Corporate Challenge on pre and post-test scores, and a one-way between subjects analysis of variance (ANOVA) was computed between job satisfaction and Corporate Challenge participation levels.

The pre and post test comparison presented in Table 6 indicated that subjects scored lower the second time they took the job satisfaction section of the survey. These findings do not support a relationship between job satisfaction and participation in the Corporate Challenge. An explanation is noted in the discussion.

The one-way between subjects analysis of variance (ANOVA) that was computed between job satisfaction and Corporate Challenge participation levels indicated that there

were no significant findings between job satisfaction and the participation levels of employees in the Corporate Challenge. Therefore, this could indicate that the number of years an employee participates in the Corporate Challenge does not effect their level of job satisfaction.

**Hypothesis # 2:** There is no significant relationship between employee participation in the Corporate Challenge and an employees overall feeling of importance with community life.

A one-way between subjects analysis of variance (ANOVA) was computed between Community Life Importance and Corporate Challenge participation levels. The results ( $F= 2.6979$ ,  $p=.0491$ ) indicated that a relationship was found between the mean community life importance scores of the four participant level groups (1- New participants, 2- 2 to 3 year participants, 3-  $\geq$  three years, 4- Control ). Results are presented in Table 8 and 9. Since a relationship was found between the four groups, a Tukey's HSD Test computed the differences between the Community Life Importance mean scores. The results indicated that Group 1 (New participants in the Corporate Challenge) and Group 4 (Control group- employees who have never participated) mean scores were significantly different from each other. Group 1 scored higher on community life importance questions than Group 4. This might be an indication that new participants to the Corporate Challenge felt community life was more important than employees who had never participated. No other relationships were found between the four participant group levels.

**Hypothesis #3:** There is no significant relationship between employee participation in the Corporate Challenge and an employee's overall satisfaction with community life.

A one-way between subjects analysis of variance (ANOVA) was computed between Community Life Satisfaction and Corporate Challenge participation levels. The results are presented in Tables 10. The results indicated no significant findings. These findings indicated no relationships were found between a employee's overall satisfaction

with community life and the number of years an employee participates in the Corporate Challenge. Also, results indicated that no relationship was found between the control groups overall community satisfaction and the overall community satisfaction of the employee's who have participated in the Corporate Challenge.

## **CHAPTER 5**

### **SUMMARY AND CONCLUSIONS**

#### **Introduction**

The final chapter is concerned with several different aspects of the research project. First, a summary of the study is presented. The second section discusses implications resulting from the findings. The third and final section in this chapter contains recommendations for further research with regard to employee recreation programs and the effect participation has on job and community satisfaction.

#### **Summary**

The implementation of employee recreation programs has declined, giving way to programs which put more emphasis on health and fitness. Shinen & Crossley (1989) suggested that employee recreation programs may contain benefits comparable to those of employee health promotion programs. Research that has examined employee recreation programs and their benefits have been limited. The present study investigated a community -sponsored employee recreation program (The Corporate Challenge). This study examined the effects of employee participation in the Corporate Challenge on employee job satisfaction, overall community satisfaction, and an employee's overall feelings of community life importance.

#### **Conclusions**

The following conclusions are presented with regard to the results presented in chapter four.

The results from the pre and post-test comparison of mean job satisfaction scores does not support a relationship between employee participation in the Corporate Challenge and an employee's level of job satisfaction. This comparison suggested that employee job satisfaction went down after participation in the Corporate Challenge.

By examining the job satisfaction instrument, the following reasons for the above results are given. Job satisfaction was measured by utilizing the Index of Organizational Reactions (Dunham & Smith, 1979) which assesses eight job satisfaction facets. The eight sub-scales are: pay, promotion, co-worker relations, supervision, quality of work, amount of work, the physical conditions of the work surroundings, and company identification. Because of the wide range of sub scales used in this study, it is possible that the relationship between employee job satisfaction and participation in the corporate challenge could have been obscured. For instance, there is little reason to think that the sub-scales of pay, promotion, amount of work, and quality of work might be impacted by participation in the Corporate Challenge. Furthermore, the results of the post-test scores may have been due to a testing familiarity effect. The subjects might have been sensitized to the survey instrument after taking the pre-test and did not feel the survey was as important to them the second time.

No significant relationship was found between employee participation in the Corporate Challenge and an employee's level of community satisfaction. By examining the community satisfaction instrument, it may be noted that because of the large number of community life attributes utilized in the survey, the relationship between community satisfaction and participation in the Corporate Challenge may have been obscured. For instance, there is little reason to think that participation in the Corporate Challenge will have an effect on community life attributes such as social services, utilities, and emergency services. These results may have also been obscured due to the testing familiarity effect. The subjects might have been sensitized to the survey instrument after taking the pre-test and did not feel the survey was as important to them the second time.

Results of a one-way between subjects analysis of variance indicated a significant relationship was found between employee participation in the Corporate Challenge and overall feelings of importance with community life. The relationship was found between first-time participants (Group 1) to the Corporate Challenge and employees who have never participated (Control group) in the Corporate Challenge. Group one's community life importance mean scores were significantly higher than the Control group's mean scores after participating in the Corporate Challenge.

Reasoning behind this finding might be that when people are made aware of their community and what it has to offer citizens, their feelings of importance with community life may increase. The new participants in the Corporate Challenge were made aware of the various recreational facilities in their community, while the non-participants were not provided with this hands-on information. First-time participation in a company-sponsored, community-wide recreation program could have increased their feelings of how important the community is to their well-being. This suggests that attitudes toward the community including leisure service facilities and programs can be enhanced through involvement in employee recreation programs. Community-wide employee recreation programs can make a significant contribution to a new participant's attitude towards their community.

It is possible that participants may learn to value the community after participating in recreational activities that the community has to offer. After being exposed to a program and enjoying the experience, the program and the community in which it is experienced becomes important to the participant.

The community in which an organization operates can play an important role in the recruiting of skilled employees. When deciding between employment offerings and company locations, what a community can offer a respective employee can be a determining factor. Employees who believe community life is important may assist in the recruitment process by exhibiting their interest in the community to potential new



employees. This may be valuable to managers who desire to improve the image and financing of their company by increasing the importance of leisure services in their community.

### **Recommendations**

Based on the findings of the current study, the following recommendations are offered:

1. This study was delimited to only the companies involved in the Corporate Challenge and its employees. Since it is the first study of its kind, further research on employee recreation programs could utilize this study as a guideline. This study demonstrates an excellent opportunity for quasi-experimental research designs to investigate employee recreation programs in which the program's (independent variable) impact can be examined in relation to changes in dependent measures.
2. The current study examined employee job satisfaction by utilizing a questionnaire which was divided into eight job satisfaction facets. Further research should examine fewer job satisfaction facets. The job satisfaction factors examined should be chosen (weighted) in relation to the employee recreation program being studied. For instance, since the Corporate Challenge is a socially oriented community event, another study on the Corporate Challenge could focus on job satisfaction facets that are only relevant to social relations. Such as: company identification, company morale, and co-worker relations. By narrowing down the job satisfaction facets examined, this could enhance the significance of the findings.
3. This study found a relationship between employee participation in the Corporate Challenge and community life importance. By eliminating job satisfaction scales from the study, further research could focus solely on community satisfaction and community life importance elements. A clear more definable study may also be implemented by focusing on certain elements of community life that are only relevant to the employee

recreation program being studied such as: private/commercial recreation, parks and open space, and general appearance of your town. By choosing only a few select elements of community satisfaction or community life importance for the focus of the study the significance of the findings may be enhanced.

4. A company's involvement in the Corporate Challenge may be an attraction for potential new employees. Also, employees who participate in the Corporate Challenge may begin to consider community life more important than those who do not participate. Community life importance and the implementation of employee recreation programs are both factors that can aid companies in the recruitment process. A research study may want to examine these factors and how well these factors aid in the recruitment process.

**APPENDIX A**

**COVER LETTER TO FIRST SURVEY (PRE-TEST)  
AND GRADUATE COLLEGE APPROVAL LETTER**



UNIVERSITY OF NEVADA LAS VEGAS

Dear Employee:

Your participation in this survey is greatly appreciated. As a graduate student in the Department of Sport and Leisure Studies, I am conducting this research for part of my Master of Science degree. Over the next six weeks I will be collecting data from companies in the Las Vegas community to examine job and community satisfaction. This study will compare and contrast employees, and their attitudes toward their jobs and surrounding work environment. Your company was one of six companies randomly selected to take part in this research project. The human resource director of your company has already been contacted, and expressed willingness to take part in this study. I am now asking randomly selected employees from your company to become involved. Your name was one of those selected to ask to participate by answering the attached questionnaire. Participation in answering the questionnaire will take approximately 15 minutes of your time. The instructions on how to answer the questions is on the front page of the survey. In order to analyze the data and to obtain accurate results, we ask that you fill out the survey completely.

The data collected from your company will be compiled together with data collected from other randomly selected companies. The number in the upper right corner of your survey is for data coding purposes only. This study is not an evaluation of your company alone, but a study which will examine employee attitudes on a city-wide basis. Your participation in this research study will assist in the understanding of job and community satisfaction, as well as the development of beneficial programs and services for your company and others within the city of Las Vegas.

Following the completion of the survey and the statistical analysis of the data, I will gladly send your human resource director a summary of the findings. Most importantly, all data will be dealt with **confidentially** and no company or individual taking part in the study will be identified.

Again thank you for your time and participation.

Sincerely,

A handwritten signature in cursive script that reads "Stacey M. Gorney".

Stacey M. Gorney, M.S. (candidate)

James A. Busser, Ph.D.  
Associate Professor

/sg



**TO:** Stacey Gorney

**FROM:** Dr. William E. Schulze, Director, Research Administration

**DATE:** 26 March 1993

**RE:** Status of Human Subject Protocol entitled:  
"Effect of Participation in the Corporate Challenge  
on Job Satisfaction & Community Satisfaction"

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This memorandum is official notification that the protocol for the project reference above has been approved.

If you have any questions or require any assistance, please give us a call.

**APPENDIX B**

**COVER LETTER TO SECOND SURVEY (POST-TEST)**



Dear Employee:

I would like to thank you for taking the time to complete the survey questionnaire that was distributed to you at the end of March. Your participation was greatly appreciated. All of the data has been entered into the mainframe computer at UNLV and is ready for analysis.

In order to have valid and reliable results, your participation in the second phase of the study is needed. The second phase includes an identical questionnaire dealing with job and community satisfaction. The survey should take about 10 - 15 minutes of your time and your involvement is crucial in obtaining sound results.

If you have any questions please contact me at 895-4102 or my advisor, Dr. Busser at 895-0942. Again, I would like to thank you for your time and participation. I have found everyone involved in this study to have been very cooperative.

Sincerely,

A handwritten signature in cursive script that reads "Stacey M. Gorney".

Stacey M. Gorney, M.S. (candidate)

James A. Busser, Ph.D.  
Associate Professor

/sg

**APPENDIX C**  
**CORPORATE CHALLENGE COORDINATOR**  
**LETTER AND INSTRUCTION SHEET**





December 6, 1993

Dear Corporate Challenge Coordinator:

Your cooperation in this study is greatly appreciated. As a graduate student in the Department of Sport and Leisure Studies, I am conducting this research for my thesis. Over the next six weeks I will be collecting data from companies in the Las Vegas community to examine job and community satisfaction. Your company was one of six companies randomly selected to take part in this research project. This study will compare and contrast corporate challenge participants and non-participants and their attitudes toward their community, jobs and surrounding work environments. A questionnaire that measures job satisfaction and community satisfaction would be given to randomly selected employees in your company, before and after the corporate challenge games. Most importantly, all data will be dealt with **confidentially** and no company or individual taking part in the study will be identified. The maximum number of subjects that could be selected from your company is forty. Depending upon the number of corporate challenge participants your company has, this number may vary, but will not exceed forty.

After the data is collected from your company, it will be compiled together with data collected from other randomly selected companies. This study is not an evaluation of your company alone, but a study which will examine employee perceptions about recreation programs and job satisfaction on a city- wide basis. As the coordinator I am sure you have seen the team work and extra effort that is needed from every participant in the corporate challenge. The Las Vegas Department of Parks and Leisure Activities feels that this program is very important to the companies and community of Las Vegas. Hopefully, with the assistance of companies in Las Vegas, this research project will aid in developing future employee programs for your company as well as others within the city of Las Vegas. Following the completion of this study and the statistical analysis of the data, I will gladly send you a summary of the findings.

The attached page lists the information needed from your company in order to partake in this study. Again thank you for your time and cooperation, and most important, GOOD LUCK to you and your company in CORPORATE CHALLENGE, 1993. If you have any questions, please feel free to call me at (work) 895-4102 or (home) 897-7400.

Sincerely,

A handwritten signature in cursive script that reads "Stacey M. Gorney".

Stacey M. Gorney, M.S. (candidate)

James A. Busser, Ph.D.  
Associate Professor

/sg

College of Human Performance and Development  
Department of Sport and Leisure Studies  
4505 Maryland Parkway • Box 453035 • Las Vegas, Nevada 89154-3035  
(702) 895-1188 • FAX (702) 895-4231

### INSTRUCTION SHEET

As the corporate challenge coordinator of your company, the following information will be needed in order for your company to partake in this study.

1) A list of the total number of employees from your company participating in the corporate challenge

2) The list of the total number of employees participating in the corporate challenge needs to be divided into three sub categories.

A. new participants - employees who have never participated in the corporate challenge before this year

B. 2 - 3 year participants - employees who have participated in the corporate challenge 2 or three times previous to this years corporate challenge

C. > 3 year participants - employees who have participated in the corporate challenge more than three times previous to this years corporate challenge

3) After the above information is collected, 10 employees would be randomly selected from each sub category, also 10 **non** corporate challenge participants would need to be selected for comparison purposes. These non-participants need to be similar to the corporate challenge participants in three demographic characteristics. 1. gender 2. job position, and 3. length of employment.

4) The employees will fill this questionnaire out twice, once before the corporate challenge and once after the games have been completed. Because of this, I will need to be able to match their first questionnaire with the second one that is completed. In order to do this their initials will be needed on the questionnaire or a number that will distinguish them from the other subjects.

The following chart lists the final sample that will be selected.

<u>PARTICIPATION</u>	<u>Division A</u>	<u>Division B</u>	<u>Division C</u>	<u>Division D</u>
new participants	10	10	10	10
2 to 3 year	10	10	10	10
> than three year s	10	10	10	10
Control Group	<u>10</u>	<u>10</u>	<u>10</u>	<u>10</u>
<b>TOTAL SUBJECTS</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

**APPENDIX D**  
**SURVEY QUESTIONNAIRE**

1

**Part I - Job Satisfaction**

**Instructions:** Below are 42 items which cover various aspects of job satisfaction. For **each** question, please circle the response number which **best** describes your feelings. Only one answer per question.

1. Do you ever have the feeling you would be better off working under different supervision? (Rate overall supervision)
  1. I almost always feel this way
  2. I frequently feel this way
  3. I occasionally feel this way
  4. I seldom feel this way
  5. I never feel this way
  6. No dealings with any supervisor
2. How do you feel about the supervision you receive? (Rate overall supervision)
  1. I am extremely satisfied
  2. I am well satisfied
  3. I am only moderately satisfied
  4. I am somewhat dissatisfied
  5. I am very dissatisfied
  6. No dealings with any supervisors
3. How does the way you are treated by those who supervise you influence your overall attitude toward your job? (Rate overall supervision)
  1. It has a very unfavorable influence
  2. It has a slightly unfavorable influence
  3. It has no real effect
  4. It has a favorable influence
  5. It has a very favorable influence
  6. No dealings with any supervisors
4. How much do the efforts of those who supervise you add to the success of your organization? (Rate overall supervision)
  1. A very great deal
  2. Quite a bit
  3. Only a little
  4. Very little
  5. Almost nothing
  6. No dealings with this supervisor
5. The people who supervise me have: (Rate overall supervision)
  1. Many more good traits than bad ones
  2. More good traits than bad ones
  3. About the same number of good traits as bad ones
  4. More bad traits than good ones
  5. Many more bad traits than good ones
  6. No dealings with any supervisors
6. The supervision I receive is the kind that: (Rate overall supervision)
  1. Greatly discourages me from giving extra effort
  2. Tends to discourage me from giving extra effort
  3. Has little influence on me
  4. Encourages me to give extra effort
  5. Greatly encourages me to give extra effort
  6. No dealings with any supervisors

7. There is something about working for this organization that:
  1. Greatly encourages me to do my best
  2. Definitely encourages me to do my best
  3. Only slightly encourages me to do my best
  4. Tends to discourage me from doing my best
  5. Definitely discourages me from doing my best
8. From my experience, I feel this organization probably treats its employees
  1. Poorly
  2. Somewhat poorly
  3. Fairly well
  4. Quite well
  5. Extremely well
9. How does working for this organization influence your overall attitude toward your job?
  1. It has a very unfavorable influence
  2. It has an unfavorable influence
  3. It has no influence one way or the other
  4. It has a favorable influence
  5. It has a very favorable influence
10. How do you describe this organization to work for?
  1. Couldn't be much better
  2. Very good
  3. Fairly good
  4. Just another place to work
  5. Poor
11. I think this organization considers employee welfare:
  1. Much less important than constituents and services
  2. Less important than constituents and services
  3. About as important as constituents and services
  4. More important than constituents and services
  5. Much more important than constituents and services
12. Work like mine
  1. Discourages me from doing my best
  2. Tends to discourage me from doing my best
  3. Makes little difference
  4. Slightly encourages me to do my best
  5. Greatly encourages me to do my best
13. How often when you finish a day's work do you feel you've accomplished something really worth while?
  1. All of the time
  2. Most of the time
  3. About half of the time
  4. Less than half of the time
  5. Rarely
14. How does the kind of work you do influence your overall attitude toward you job?
  1. It has a very unfavorable influence
  2. It has a slightly unfavorable influence
  3. It has no influence one way or the other
  4. It has a fairly favorable influence
  5. It has a very favorable influence

15. How many of the things you do on your job do you enjoy?
  1. Nearly all
  2. More than half
  3. About half
  4. Less than half
  5. Almost none
16. How much of the work you do stirs up real enthusiasm on your part?
  1. Nearly all of it
  2. More than half of it
  3. About half of it
  4. Less than half of it
  5. Almost none of it
17. How do you feel about the kind of work you do?
  1. Don't like it, would prefer some other kind of work
  2. It's O.K., there's other work I like better
  3. I like it, but there is other work I like as much
  4. I like it very much
  5. It's exactly the kind of work I like best
18. I feel my workload is :
  1. Never too heavy
  2. Seldom too heavy
  3. Sometimes too heavy
  4. Often too heavy
  5. Almost always too heavy
19. How does the amount of work you're expected to do influence the way you do your job?
  1. It never allows me to do a good job
  2. It seldom allows me to do a good job
  3. It has no effect on how I do my job
  4. It usually allows me to do a good job
  5. It always allows me to do a good job
20. How does the amount of work you're expected to do influence your overall attitude toward your job?
  1. It has a very favorable influence
  2. It has a favorable influence
  3. It has no influence one way or the other
  4. It has an unfavorable influence
  5. It has a very unfavorable influence
21. How do you feel about the amount of work you're expected to do?
  1. Very dissatisfied
  2. Somewhat dissatisfied
  3. Neither satisfied or dissatisfied
  4. Somewhat satisfied
  5. Very satisfied
22. How do you generally feel about the employees you work with?
  1. They are the best group could ask for
  2. I like them a great deal
  3. I like them fairly well
  4. I have no feeling one way or the other
  5. I don't particularly care for them

23. How is your overall attitude toward your job influenced by the people you work with?
1. It is very favorably influenced
  2. It is favorably influenced
  3. It is not influenced one way or the other
  4. It is unfavorably influenced
  5. It is very unfavorably influenced
24. The example my fellow employees set:
1. Greatly discourages me from working hard
  2. Somewhat discourages me from working hard
  3. Has little effect on me
  4. Somewhat encourages me to work hard
  5. Greatly encourages me to work hard
25. How much does the way co-workers handle their jobs add to the success of your organization?
1. It adds almost nothing
  2. It adds very little
  3. It adds only a little
  4. It adds quite a bit
  5. It adds a very great deal
26. In this organization, there is:
1. A very great deal of friction
  2. Quite a bit of friction
  3. Some friction
  4. Little friction
  5. Almost no friction
27. How much pride can you take in the appearance of your work place ?
1. A very great deal
  2. Quite a bit
  3. Some
  4. Little
  5. Very little
28. How do you feel about your physical working conditions?
1. Extremely satisfied
  2. Well satisfied
  3. Only moderately satisfied
  4. Somewhat dissatisfied
  5. Very dissatisfied
29. How do your physical working conditions influence your overall attitude toward your job?
1. They have a very unfavorable influence
  2. They have a slightly unfavorable influence
  3. They have no influence one way or another
  4. They have a favorable influence
  5. They have a very favorable influence
30. The physical working conditions make working here:
1. Very unpleasant
  2. Unpleasant
  3. Neither pleasant nor unpleasant
  4. Pleasant
  5. Very pleasant

31. For the work I do, my physical working conditions are:
1. Very poor
  2. Relatively poor
  3. Neither good nor poor
  4. Reasonably good
  5. Very good
32. How do your physical working conditions affect the way you do your job?
1. They help me a great deal
  2. They help me a little
  3. They make little difference
  4. They tend to make it difficult
  5. They make it very difficult
33. For the job I do, I feel the amount of money I make is:
1. Extremely good
  2. Good
  3. Neither good nor poor
  4. Fairly poor
  5. Very poor
34. To what extent are your needs satisfied by the pay and benefits you receive?
1. Almost none of my needs are satisfied
  2. Very few of my needs are satisfied
  3. A few of my needs are satisfied
  4. Many of my needs are satisfied
  5. Almost all of my needs are satisfied
35. Considering what it costs to live in this area, my pay is:
1. Very inadequate
  2. Inadequate
  3. Barely adequate
  4. Adequate
  5. More than adequate
36. Does the way pay is handled around here make it worthwhile for a person to work especially hard?
1. It definitely encourages hard work
  2. It tends to encourage hard work
  3. It makes little difference
  4. It tend to discourage hard work
  5. It definitely discourages hard work
37. How does the amount of money you make influence your overall attitude toward your job?
1. It has a very favorable influence
  2. It has a fairly favorable influence
  3. It has no influence one way or the other
  4. It has a slightly unfavorable influence
  5. It has a very unfavorable influence
38. How do you feel about your future with this organization?
1. I am very worried about it
  2. I am somewhat worried about it
  3. I have mixed feelings about it
  4. I feel good about it
  5. I feel very good about it



39. How do your feelings about your future influence your overall attitude toward your job?

1. They have a very favorable influence
2. They have a favorable influence
3. They have no influence one way or the other
4. They have a slightly unfavorable influence
5. They have a very unfavorable influence

40. The way my future with the organization looks to me now:

1. Hard work seem s very worthwhile
2. Hard work seem s fairly worthwhile
3. Hard work seem s worthwhile
4. Hard work seem s hardly worthwhile
5. Hard work seem s almost worthless

41. Do you feel you are getting ahead in the organization?

1. I'm making a great deal of progress
2. I'm making some progress
3. I'm not sure
4. I'm making very little progress
5. I'm making no progress

42. How secure are you in your present job?

1. I feel very uneasy about it
2. I feel fairly uneasy about it
3. I feel somewhat uneasy about it
4. I feel fairly sure of it
5. I feel very sure of it

## **Part II - Elements of Community Life**

We would like to find out **how important** some elements of community life are to you and **how satisfied** you are with those elements in this city. Please circle the appropriate number for each item in Set 1- [importance] and in Set 2- [Satisfaction].

	<u>SET 1</u> How <u>important</u> this is to me					<u>SET 2</u> How satisfied I am in this town				
	1 = very important 2 = important 3 = neutral 4 = unimportant 5 = very unimportant					1 = most satisfied 2 = satisfied 3 = neutral 4 = dissatisfied 5 = very dissatisfied				
43. Shopping Facilities	1	2	3	4	5	1	2	3	4	5
44. Private/Commercial Recreation (movies, bowling)	1	2	3	4	5	1	2	3	4	5
45. Fire Protection	1	2	3	4	5	1	2	3	4	5
46. Welfare and Social Services	1	2	3	4	5	1	2	3	4	5
47. Cost of living	1	2	3	4	5	1	2	3	4	5
48. Physical Geography or Terrain	1	2	3	4	5	1	2	3	4	5
49. Housing (cost and availability)	1	2	3	4	5	1	2	3	4	5
50. Public Transportation	1	2	3	4	5	1	2	3	4	5
51. Citizen input into Community Decisions	1	2	3	4	5	1	2	3	4	5
52. Opportunities to be with friends/relatives	1	2	3	4	5	1	2	3	4	5
53. Environmental Cleanliness (air, water, soil)	1	2	3	4	5	1	2	3	4	5
54. Medical Facilities (clinic and/or hospital)	1	2	3	4	5	1	2	3	4	5
55. Publicly Funded Recreation (social, cultural, and sports/fitness programs for youth and adults)	1	2	3	4	5	1	2	3	4	5
56. Medical Doctors	1	2	3	4	5	1	2	3	4	5
57. Dental Services	1	2	3	4	5	1	2	3	4	5
58. Climate and Weather	1	2	3	4	5	1	2	3	4	5
59. Utilities (water, gas, electric, & sewage)	1	2	3	4	5	1	2	3	4	5
60. Job Opportunities	1	2	3	4	5	1	2	3	4	5
61. College/University Courses (for credit)	1	2	3	4	5	1	2	3	4	5
62. Adult Education (non-credit classes)	1	2	3	4	5	1	2	3	4	5
63. Churches and Religious Opportunities	1	2	3	4	5	1	2	3	4	5
64. Opportunities in Civic and Fraternal Organizations	1	2	3	4	5	1	2	3	4	5

65. Police Protection	1	2	3	4	5	1	2	3	4	5
66. Public Schools (K -12)	1	2	3	4	5	1	2	3	4	5
67. Local Government	1	2	3	4	5	1	2	3	4	5
68. Roads and Highways	1	2	3	4	5	1	2	3	4	5
69. Parks and Open Space	1	2	3	4	5	1	2	3	4	5
70. General Appearance of Your Area of Town	1	2	3	4	5	1	2	3	4	5
71. General Appearance of Your Town/Community	1	2	3	4	5	1	2	3	4	5
72. Public Health Services	1	2	3	4	5	1	2	3	4	5
73. Opportunities to Become Familiar with Other Residents	1	2	3	4	5	1	2	3	4	5
74. Technical and/or Vocational Training for Career Development	1	2	3	4	5	1	2	3	4	5
75. Emergency Services	1	2	3	4	5	1	2	3	4	5

### **Part III - Parks and Leisure Activities**

**Instructions:** Below, question 76 and 77 ask how **familiar** and **favorable** the City of Las Vegas Department of Parks and Leisure Activities is to you. For **each** question, please circle the response number which best describes your feelings. Only one answer per question.

76. How familiar are you with the City of Las Vegas Department of Parks and Leisure Activities?

1. Know very well
2. Know a fair amount
3. Know a little bit
4. Heard of
5. Never heard of

77. How favorable do you feel about the City of Las Vegas Department of Parks and Leisure Activities?

1. Very favorable
2. Somewhat favorable
3. Indifferent
4. Somewhat unfavorable
5. Very unfavorable

**Part IV Demographics**

Please circle your answer or fill in your response in the blank space provided next to each of the following questions.

78. What is your gender?      1 - Female                      2 - Male
79. What is your age?              1 - Under 21              2 - 21 - 30              3 - 31 - 40  
   4 - 41 - 50              5 - 51 - 60              6. - Over 60

80. Please state your title or position on the line below.

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If you have any questions or comments please write below.

**THANK YOU FOR YOUR PARTICIPATION**

**APPENDIX E**  
**THANK YOU LETTER**



December 6, 1993

Dear Corporate Challenge Coordinator:

I would like to thank you for the time and effort you have put forth in assisting me with this research project. I have found everyone involved to be very cooperative. The first phase of data collection is complete and all data has been input into the mainframe computer system at UNLV.

I will be contacting you during the first week in May so that we may set-up the second phase of the study. Again thank you for your cooperation, it is greatly appreciated. If you need to contact me, please feel free to call me at UNLV 895-4102 or at home 897-7400.

Sincerely,

A handwritten signature in cursive script that reads "Stacey M. Gorney".

Stacey M. Gorney, M.S. (candidate)

James A. Busser, Ph.D.  
Associate Professor

/sg

**APPENDIX F**  
**LIST OF CORPORATE CHALLENGE EVENTS**

# **LIST OF CORPORATE CHALLENGE EVENTS**

<b><u>Team</u></b>	<b><u>Pair/Singles</u></b>	<b><u>Individual</u></b>
Basketball	Canoe Race	Archery
Bocce	8-Ball	Bike Race
Bowling	Fishing	Skeet
Darts	Golf	Swimming
Soccer	Horseshoes	10K Run
Softball	Racquetball	Track & Field
Tug-O-War	Shuffleboard	Trap
Volleyball	Table Tennis	Walk Race
	Tennis	
	Triathlon	



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