A SURVEY OF INDUSTRIAL RECREATION
IN INDIANA

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THESIS APPROVAL SHEET

The thesis of Robert E. Arnett, contribution of the School of Graduate Studies, Indiana State College, Series I, Number 816, under the title, "A Survey of Industrial Recreation in Indiana," is approved as counting toward the completion of the Master of Science Degree in the amount of six semester hours of graduate credit.

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CHAPTER I

THE PROBLEM AND NEED OF INVESTIGATION

Since the "industrial revolution," American industrial workers have seen the number of hours in the average work-week spiral consistently downward. The resultant increase in the number of leisure hours available to workers has posed a problem to employees as well as to industry. No substantial evidence regarding the number and quality of Indiana's industrial recreation programs has been available, heretofore.

I. THE PROBLEM

Statement of the problem. It was the purpose of this study (1) to discover those social and athletic activities offered to employees by Indiana's industries; (2) to determine what recreational facilities were owned by these industries; (3) to find what formal recreation training those persons have had who are in charge of industrial recreation programs in Indiana; (4) to learn if community recreation leaders in Indiana have cooperated with local industries to effect complementary "community-industrial" recreation programs; and

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(5) to determine other pertinent facts concerning the respective recreation programs of Indiana's industries in an effort to
determine the effectiveness of these programs.

**Importance of the study.** "Training for the worthy use
of leisure time" is one of the "Seven Cardinal Rules of Educa-
tion," but the importance of intelligent use of leisure time is
recognized not only by the school but by the church and the
community as well as industry. Recreation programs which in-
duce workers to keep physically fit and mentally alert are of
the essence to industry. It is therefore important to discover
exactly what industry in Indiana has to offer employees in the
way of recreation programs.

**II. NEED OF INVESTIGATION**

**Employment trends.** Much has been written concerning em-
ployment trends in the United States. One writer advises "it
is thought that during the next twenty-five years: population
will be up one hundred per cent; income per capital will be up
forty per cent; employment will be up thirty-two per cent;
average work week will be down fifteen per cent; paid holidays
will be up sixty per cent; paid vacations will be longer fifty-
per cent; and automobile owners will be increased one hundred
per cent." ²

² John Decker, "Can We Predict Recreations Future?", *Journal of
These statistics indicate a steady increase of leisure time for workers in the years to come, thus causing the industrial recreation program to take on added significance as time goes by.

**Employee morale.** The effect of the industrial recreation program on the morale of employees is dynamic as indicated by W. H. Edmund in the following report: "...the director of industrial relations in a company has kept records month by month for two years of the complaints made to officials by the employees through their representative plan. These records show conclusively that during the period when recreation activities are the most highly organized on all age levels, the number of employee complaints is the lowest."\(^3\)

**Employer-employee relations.** Employers are interested in breaking down the barrier between management and labor. Recreation programs offer a way to achieve this objective. In an article entitled "Recreation in Today's World," H. Mayfield stated:

> By making it easy for his employees to play together, he has in some measure hopes to reestablish in the work atmosphere friendliness and good humor which the job may not encourage.

> By giving employees a chance to know each other better and to know their supervisors away from the pressure of the job, he hopes to establish a basis for understanding that will carry over to the work situation.\(^4\)

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\(^3\)W. H. Edmund, *loc. cit.*

Personal contacts. G. Herbert Duggins and Floyd R. Eastwood reiterated the importance of proper employer-employee relationships when they pointed out that specialization has contributed to impersonal relationships. They believed the larger the company the greater the social distance between groups of employees and the employer and employee. 5

Duggins and Eastwood added: "The opportunities for personal contacts between employer and employee are the greatest in the physical activities. This is understandable inasmuch as softball, basketball and baseball, as well as bowling, have a wide appeal to male employees.

"Bowling promotes more sociability than other athletic activities but not more than activities of a social nature. Several factors have contributed to the social aspect of bowling; there is no bodily contact between participants. Both sexes of all ages have shown an interest in the activity. Then too, the interim between frames presents opportunities for social contact between participants not available in similar athletic activities." 6

Recreation and productivity. It therefore becomes increasingly important that the employee's leisure time activities


6Ibid., p. 15.
provide satisfying experiences in order that he may return to
work refreshed and productive.

Time Magazine in its September 13, 1954 issue said,
"Recreation programs help companies hang on to their good work-
ers, but also pay off in productivity if employees are provided
with the facilities to relax and get away from the job in their
off time."

Balance between recreation and work. A proper balance
between recreation and work must exist if the individual is to
benefit from either. Professor L. B. Jacks said that when an
individual led the right kind of life, work and play became in-
distinguishable; his activities were so fused into one satisfy-
ing whole that he could not distinguish at any given time
whether he was working or playing.

III. DEFINITIONS OF TERMS USED

Industry. In this study the broad definition of the
word "industry" has been used. The American College Dictionary
referred to industry as a trade or manufacture; for example:
the steel industry.

Recreation. Recreation does not lend itself to a stereo-
typed definition. J. B. Nash defined recreation as follows:
"Ideally, recreation must be thought of as a creative procedure,


Company, Inc., 1933), P. 105.
as an opportunity for the individual to achieve and to establish a sense of significance and belonging."9

J. J. Collier stated, "Recreation is a collective, generic term denoting all the things man might do in his leisure to provide him with relaxations, enjoyment, and release from tensions."10

He further added:

"Recreation connotes all that is recreative of the individual, the community or the nation. In this sense it is broader than the physical activity concept. It includes mental and spiritual expression. It allows gratification of the nearly infinite variety of tastes and predilections."11

Charles Brighthill in his book Man and Leisure made the following points:

We shall have to look at recreation as we do at the best in education: that is, as an opportunity to sharpen our interests, skills, and learning powers and to help understand and appreciate the world and the life that is in it. We shall have to let recreation help us live a really democratic life and use it to attain sound emotional and physical health and make our daily lives more zestful.

In the final analysis, let it be noted that recreation is a way of living which can and should lead to full personality development. If it is important in the lives of humans, it is because it glorifies their interests, caters to their needs and flatters their capabilities."12

Author's definition of recreation. For the purpose of this study, recreation was defined as any activity which provided beneficial leisure time enjoyment for the participant. Also for the purpose of this study, industrial recreation program

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11Ibid.

was defined as any activity or group of activities, either social or athletic in nature, sponsored by industry for the benefit of employees during their leisure time.

Classification of recreational activities. For the purpose of this study, recreational activities have been arbitrarily divided into two separate categories, (1) social or sedentary activities and (2) active athletic activities. Although in some instances, fine lines of distinction existed among activities under these respective headings, their assignment was based on the amount of physical exertion required to participate in each respective activity compared to social values derived from this participation.

IV. LIMITATIONS OF THE STUDY

Trends difficult to determine. Trends were difficult to determine inasmuch as little or no information was available concerning the past status of industrial recreation in Indiana in respect to the objectives of this study.

High rate of unemployment. At the time this study was in progress, unemployment figures in Indiana were high, and this condition may have caused many companies to curtail or halt their recreation programs. Past history has shown, however, that the times unemployment was high, industrial recreation programs increased in number and existing programs were broadened. 13

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13 Edmund, loc. cit.
Direct benefit to employees. It was the purpose of this study to find what activities were offered by industries which would directly benefit employees. Although some industries sponsored activities in which employees did not participate, such as "little league" baseball teams, this was not done to directly benefit employees, therefore, this particular facet of industrial recreation programs and comparable ones were outside the limits of this study.

Employee sponsored recreation programs. This writer realized there were recreation programs in Indiana made up of industrial employees who organized and operated their programs with no direct supervision or sponsorship from the management of various industries. It was not the intent of this survey to include the aforementioned programs as a part of this study. Only those programs which industry had sanctioned and sponsored for the benefit of employees and their families were pertinent to this investigation.

V. ORGANIZATION OF THE REMAINDER OF THE THESIS

Chapter II will review available literature pertinent to this study. Chapter III will state the procedures used in making this survey as well as reveal the results of the questionnaire used in this investigation. The final chapter will summarize results of the questionnaire. It will also contain recommendations for the improvement of industrial recreation programs in Indiana based on this writer's conclusions of objective data gathered from questionnaires.
CHAPTER II

REVIEW OF THE LITERATURE

Although many surveys have been made and much has been written regarding industrial recreation, it is apparent that very little information was available insofar as industrial recreation in Indiana is concerned, nonetheless, it was important to examine national studies relative to industrial recreation programs in an effort to determine trends and to compare Indiana's programs with other recreation programs around the United States.

I. GENERAL RECREATION SURVEYS

Diehl-Eastwood study. A four-part study of industrial recreation by Leonard J. Diehl and Floyd R. Eastwood regarding:

(1) the role of recreation in industrial relations;
(2) principles and policies of the organization and administration of industrial recreation; (3) interpretation of the industrial recreation constitution; and (4) established procedures for initiating and industrial recreation program.1

was very enlightening but this study did not concern itself primarily with industrial recreation in Indiana but rather the organization and administration of the optimum industrial rec-

creation program based on a national survey which emphasized the organizational and administrative shortcomings of many industrial recreation programs.

G. D. Butler study. A study of 230 representative companies by G. D. Butler signified an increase of company ownership of athletic fields, clubrooms, golf courses and swimming facilities. This study also indicated that a full-time recreation division existed in 48 per cent of the companies polled in 1955, compared to 28 per cent in 1949. A large percentage of companies had basketball, picnics, dances, socials, Christmas parties, horseshoes, skeet, trap and rifle. Table tennis was reported by 50 per cent of the companies. Bowling, softball and golf headed the list of most popular activities.²

Diamond Alkali Company recreation program. Diamond Alkali Company at its Deer Park caustic and chlorine plant near Houston, Texas has a recreation program that defies description. Facilities include a swimming pool and a giant clubhouse with a 3,200 square feet dance floor and a huge fireplace. Diamond’s recreation set-up includes everything from hunting and fishing to bridge, target-shooting, picnicking, and feeding animals. This all takes place on the company’s 500 acre property in the shadow of a complex chemical plant.

Employees contribute $3,00 a year and the company matches it. Employees provide labor for building facilities and 95 per cent of the working force donates their own time.

Deerfield has 600 employees and this program has produced the following results: absenteeism is as rare as the gout. Daily plant attendance averages about 99 per cent, hit 99.6 per cent in December 1953. Turnover is just as low, about 1 per cent a year. The plant has never had a lost work stoppage in its six-year history, and has shattered production records. Productivity consistently runs ahead of forecasts.

**Lunchtime recreation activities.** Until recent years, little was thought about lunchtime recreation activities.

One company issued bulletins stating guides for lunchtime activities. Employees had 30 to 60 minutes for lunch and often a "lunchtime lag" occurred. Space was utilized and cards proved to be the most popular activity. Other activities included dartball, horseshoes, (rubber for inside) shuffleboard, volleyball, basketball (outside building), noontime band, checkers, chess, library of books and movies. With a little planning, a number of innovations can be utilized. Lack of space need not be a problem. "At North American Aviation, Inc. plants, the workers turn the aisles into playgrounds at noon. Shuffleboard courts have been painted on the floor and rubber horseshoes and portable stakes are provided. Blueprint reading tables are used for ping-pong and fast-folding checkers and chess

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II. SURVEYS OF INDUSTRIAL FACILITIES

Industry and recreation facilities. Proper facilities are a requisite for industrial recreation. The following survey exemplifies this importance. "A survey conducted by the American Forest Products Industries, Inc., completed in 1957, indicated that industrial forest land serves as an important recreational outlet for America's rapidly expanding population. This survey, first of its kind, embraced an area greater than 46 million acres controlled by 455 companies or 74 per cent of commercial timberlands owned by various forest industries in the United States. The survey revealed that more than 1,500,000 people, including hunters, fishermen, campers, picnickers, and skiers, used industrial forest land for various forms of recreation in 1956."

Eckersberg-Schwartz study. Not only must the amount of facilities be adequate to industry's need but a study by A. K. Eckersberg-Schwartz recreation department. The objective is to

5Plant Floor in the Morning Turns into Playroom at Lunch Time," Business Week, August 8, 1953, p. 120.
Eckersberg and H. Schwartz indicated that industry: (1) has found that the location of their employees work, play and residence should be close if the employee is going to take part in the recreation program; (2) more companies are building their own facilities; and (3) the potential methods of financing, acquisition, development, and operation of industrial employee recreation facilities are diverse.  

Recreation study in Terre Haute. The continuing trend of industrial ownership of facilities is further exemplified by the following excerpt from a report on Terre Haute, Indiana.  

Industrial recreational activities are conducted by a number of the firms within the community, more of them concerned with organized sports than other aspects of recreation. Nevertheless, there are represented in the composite industrial recreation program: variety shows, picnics, camping at camp sites owned by two firms, and general enjoyment of the most attractive park in the city which is owned by another firm.

III. UNITED AUTO WORKERS PROGRAM

Financing the industrial recreation program. Many methods of financing industrial recreation programs were available. A study of the United Auto Workers revealed that one cent of each month's dues of a United Auto Worker member goes to the United Auto Worker recreation department. Its objective is to

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provide recreational opportunities for members of United Auto Workers and their families. Money is allocated to councils and even retired members come into the scope of the recreation program. Clinics in golf, fly and bait casting, gun safety, pool and billiards are provided and follow-up instruction is also offered. Other activities are international bowling and golf tournaments along with summer camp programs and musical instruction for children. Thirty thousand retired workers take part in activities centers where cards, television, hobbies, educational and cultural activities take place.¹

Industrial recreation budget trends. According to the New York Times Magazine, the average recreation budget of the country's industrial firms was twice in 1955 what it was in 1948. It was estimated in 1955, that 800 million dollars was being spent annually by some 30,000 firms on athletic, social and cultural recreation for employees. They found that "play as you go" programs contribute to improved morale, higher productivity, lower absenteeism, and low labor turnover.¹⁰

Activities ranged from Bible study to beauty contests. Athletics were most popular with bowling, softball and golf heading the list. One company boasted two 18 hole golf courses, clubhouse with swimming pool and bowling alleys. Facilities also

included a stadium used for softball and basketball leagues as well as other activities.  

IV. COOPERATION BETWEEN COMMUNITY AND INDUSTRY

Cooperation important. Experts have agreed that the community and industry should work hand in hand to establish recreation programs which are mutually advantageous and which do not "overlap." C. E. Brewer stated, "Industrial recreation and public recreation programs should be coordinated. Duplication of programs and facilities should not be established when business and industrial concerns can work together and cooperate in a united recreation program."  

A close relationship between the community and industry must exist if they are to function as a team. C. E. Brewer also told how a community center was dedicated, in one city, containing over one million cubic feet, including meeting rooms, arts and crafts, photography facilities, a youth center, snack bar, rifle range, gymnasium, swimming pool, dining room, handball and squash courts, steam bath and shower, as well as an adjacent parking lot for 300 cars. This was possible only through the combined efforts of two large companies, a foundation and the community fund.  

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11Ibid.


13Ibid.
Recreational policy statement. J. B. Kessel advised, "A major concern of American Association of Health, Physical Education and Recreation deals with the cooperative use of existing facilities and the functional construction of new recreation-educational facilities." Mr. Kessel also blamed schools and churches for not making facilities available more often.

W. H. Edmund study. A pertinent point was made by W. H. Edmund when he wrote the following, "The relationship between industrial recreation and municipal recreation should be a cordial one because they should have the same fundamental objectives. Small companies depend on the community and small communities depend on large companies located there." It would be rare indeed, when the community recreation program and the industrial recreation in a specific locale are of equal stature, generally one will naturally tend to lean on the other; therefore, mutual cooperation is imperative.

Goodyear Company recreation program. Back in 1935, Goodyear Company maintained a two-million dollar recreation building and carried on 18 different types of activities. The recreation program hinged on two phases: "Cooperation within

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15 W. H. Edmund, "Industrial Recreation Trends", Recreation, 30:312, September, 1936,
industry itself among the different departments and different plants, and the other, cooperation between industrial concerns and municipal or state recreation commissions. The objective of the Goodyear program was to have a worker come to work in the morning more efficient than when he left work the night before.

V. OVERPECK STUDY

In a study of recreation programs of 127 large industries of the United States, Frances Overpeck found that 90 per cent of the respondents to a questionnaire offered some form of recreation program. Mr. Overpeck concluded that varied activities were sponsored by the majority of companies and the trend was toward industry buying more and varied facilities. A large portion of this study concerned itself with the organization of industrial recreation programs of those industries surveyed.


18 Ibid., p. 42.
CHAPTER III

METHOD OF INVESTIGATION AND TREATMENT OF THE DATA

I. METHOD OF INVESTIGATION

The questionnaire. A questionnaire was drafted containing 32 questions designed to answer the four major objectives of this study as well as to provide other related information which could be analyzed in an effort to determine the content and effectiveness of Indiana’s industrial recreation programs. Questionnaires were answered by: yes and no; underlining correct responses; marking an "X" in front of the appropriate answer, and supplying a subjective response.

Industries polled. A copy of the questionnaire was mailed to the president or person in charge of 207 Indiana industries with a letter soliciting a response, regardless of the size or formality of the recreation program sponsored. A complete list of recipients may be found in the Appendix.

Size of industries. An effort was made through use of "The Industrial Index of Indiana," compiled by the Indiana Chamber of Commerce, to sample industries whose Indiana payrolls included from 50 to 5000 employees. Those industries sampled showed a mean of from 250 to 500 employees and Figure 1, page 19, shows the number of industries sampled and the approximate number of workers employed by each.
NUMBER OF INDIANA INDUSTRIES SAMPLED AND APPROXIMATE NUMBER OF WORKERS EMPLOYED BY EACH

FIGURE 1
Location of industries. Industries sampled were located in forty-four different cities throughout all sections of Indiana. Many of the state's larger cities were included as well, as many smaller ones. Table I, page 21, indicates the number of industries sampled per city.

Classification of industries. In order to gain a balanced sampling, industries polled were divided into categories based on their respective types of manufacture. In all, twenty-four classifications were listed ranging from the food and beverage industry to the manufacture of primary metals and rubber products. Table II, page 22, shows each category and the number of industries sampled under each classification.

Response to questionnaire. After mailing questionnaires to 207 industries, two "follow-ups" were utilized; a postcard was mailed to the attention of the president of each industry making no response ten days after the first mailing. Ten days after the first follow-up, a second follow-up was made in the form of another letter and a duplicate copy of the questionnaire directed to the personnel department of each company that had yet made no response.

From an original list of 207 industries it was learned that eleven companies had either gone out of business or had left Indiana, therefore 196 questionnaires were actually received by Indiana industries. A 40 per cent response was evident one week after the first mailing of questionnaires, this
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was increased to 50 per cent after the first follow-up and ultimately a 70 per cent response was elicited after the second follow-up with 138 industries reporting from an actual sampling of 196 companies.

II. TREATMENT OF THE DATA

Question one. "Does your company offer a recreation program for its employees?" Respondents who answered this question in the negative were advised to disregard all subsequent questions and return the questionnaire to the sender. A letter which accompanied the questionnaire asked the recipient to "refer this questionnaire to that person who is in charge of your (the company's) recreation program, no matter how small or informal that program may be." Fifty-three per cent of those companies polled reported some form of recreation program, whereas 47 per cent offered no recreation program whatsoever. Those industries with recreation programs reported an average of 1166 employees per industry, whereas those companies reporting no recreation program showed a mean of from 250 to 500 employees. Figure 2, page 24, illustrates the relationship between industries with recreation programs and those with none. The remainder of this chapter will concern itself with those 73 companies that offered recreation programs and all statistics will be based on the number of industries responding to each respective question.
53% said
"Yes" to industrial recreation in Indiana

47% said
"No" to industrial recreation in Indiana

FIGURE 2
INDIANA INDUSTRIES WHO OFFERED RECREATION PROGRAMS COMPARED WITH COMPANIES WHO OFFERED NONE
Question two. "Mark an 'X' before each activity (social and athletic) offered by your company." Under social activities, 67 per cent of those industries with recreation programs reported picnics, 60 per cent offered parties and 40 per cent checked card games. See Figure 3, page 26, for statistics showing the percentage of companies that offered various social activities as a part of the recreation program.

Under athletic activities, more companies reported bowling than any other sport. Ninety-two per cent checked bowling followed by 68 per cent who listed golf. Forty-five per cent of the companies offered softball. Figure 4, page 27, points out the percentage of industries that reported various athletic activities.

Question three. "Under each heading above, (social activities and athletic activities) underline the three activities in which the greatest number of employees participate." Under social activities 38 per cent indicated picnics, 27 per cent listed parties, and 14 per cent underlined banquets as most popular.

Under athletic activities, bowling was listed by 59 per cent of the companies followed by golf, 38 per cent, and softball, 15 per cent. Figures 5 and 6, pages 28 and 29, respectively, indicated those social and athletic activities in which the greatest number of employees participated.
FIGURE 3

PERCENTAGE OF INDUSTRIES REPORTING SOCIAL ACTIVITIES; MARCH, 1962
FIGURE 4
PERCENTAGE OF INDUSTRIES REPORTING ATHLETIC ACTIVITIES; MARCH, 1962
FIGURE 5
PERCENTAGE OF INDUSTRIES REPORTING SOCIAL ACTIVITIES IN WHICH MOST EMPLOYEES PARTICIPATED

- Picnics: 38%
- Parties: 27%
- Banquets: 14%
- Card games: 12%
FIGURE 6

PERCENTAGE OF INDUSTRIES REPORTING
ATHLETIC ACTIVITIES IN WHICH
MOST EMPLOYEES
PARTICIPATED

- Bowling: 59%
- Golf: 38%
- Softball: 15%
- Basketball: 4%
Question four. "Mark an additional 'X' before those activities (social and athletic) that are available during the noon-time period." Card games were the most popular as this activity was indicated by 26 per cent of the companies. Horse-shoes were next, followed by table tennis and checkers or chess.

Question five. "Mark an 'X' before those recreation facilities owned by your company." Twenty-two per cent of the industries reporting, advised they owned horseshoe pits; 11 per cent owned athletic fields and 10 per cent professed ownership of picnic grounds. Other facilities mentioned included swimming pools, club houses, shuffleboard courts, tennis courts, auditoriums, parks, hunting grounds, lake or ponds, rifle and trap ranges, golf green, archery range and recreation room.

Question six. "What is the approximate number of people employed by your company in your particular location?" The total number of employees of the 50 industries responding to this question totaled 58,295 for an average of 1166 employees per industry. Of this total number, 37,285 or 6 per cent were male employees. The number of workers employed by each industry ranged from a low of 70 to a high of 15,000.

Question seven. "What is your estimate of the percentage of male and female employees, respectively, who take part in at least one phase of your recreation program?" The mean for male employees was estimated at 25 per cent, whereas the mean for female employees was 3 per cent.
female employees was 15 per cent. The range of male employees was from a low of 4 per cent to a high of 100 per cent. Estimates for female workers ranged from 0 to 100 per cent.

Question eight. "Do more employees participate in athletic activities than social activities in your recreation program?" Of those industries answering this question, 58 per cent said "no" indicating participation was greater in social activities than in athletic activities.

Question nine. "List those activities that include families of employees." A total of forty companies reported eighteen different activities. Those most frequently listed, in order of popularity, were picnics, parties and social dancing. Other activities mentioned included card games, bingo, bowling, movies, fishing, easter-egg hunt, style show, choral group, travel club, ice skating, boating, camping, radio club, and roller skating.

Question ten. "Does your company belong to an industrial athletic association?" Eighty-seven per cent of the companies reported they were not members of an industrial recreation association.

Question eleven. "Does your company endorse inter-plant athletic competition in your city? If so, list the activities that are a part of this program." Forty-seven per cent of the reporting industries advised they had inter-plant athletic
competition. Activities mentioned most frequently were: bowling, softball, golf and basketball, listed in order of their popularity.

**Question twelve.** "Does your company provide league and tournament competition among teams and individuals, all of whom are employed by your own company? If so, list the activities that are a part of this program." Sixty-four per cent of the companies provided league and tournament competition among employees with more companies mentioning bowling than any other activity. Golf and softball were next in popularity. Other activities mentioned included horseshoes, trap shooting, archery, card games, baseball, tennis and table tennis.

**Question thirteen.** "What is the farthest distance your athletic teams travel to compete?" Distances reported ranged from "locally" to 240 miles. Fifty per cent reported no travel outside the local area. Of those who did travel, sixty-one miles was the average distance traveled.

**Question fourteen.** "Is recorded or taped music provided for employees: at lunchtime?; while on the job?" Responses indicated the majority of companies provided no music either on the job or at lunchtime. Thirty-six per cent of the industries provided music at lunchtime and only 22 per cent furnished music for employees "on the job."
Question fifteen. "Has a recent survey been made to determine what activities your employees want regarding their recreation program? If so, list the activities that have become a part of your program as a result of this survey." Ninety-one per cent reported no recent surveys have been made. The remaining nine per cent listed the following activities which have grown from their surveys: golf, gun club, bowling, movies, game nights and softball.

Question sixteen. "How much money is spent each year by your company for recreation in your particular locale?" Amounts mentioned ranged from $50 to $10,000 and over. The mean was $2000. Fifty industries listed they spent a total of $136,900 per year on their recreation programs for an average of $2,738 per industry. This amounted to an average of $2.34 spent by industry per employee for recreation.

Question seventeen. "Approximately how much money is charged each employee, each year, to finance the recreation program?" Amounts mentioned ranged from one dollar to four dollars per employee per year, but the majority of industries, 86 per cent, indicated their recreation programs were offered free of charge to employees.

Question eighteen. "Do you consider your recreation budget adequate?" Eighty-eight per cent of the reporting companies said they did consider their budgets adequate.
Question nineteen. "If your company decided to add a new recreational facility totally at company cost, would your employees be expected to donate their time and skills in the construction of this facility?" Only 28 per cent would expect employees to help, 7 per cent said "maybe"; and 65 per cent answered "no", they would not expect employees to donate time and skills toward the construction of a new facility.

Question twenty. "Regarding competitive, inter-plant athletics, are game or practices ever held on company time?" Industries polled were unanimous in reporting no games or practices held on company time.

Question twenty-one. "Does your company believe that sponsoring athletic teams in leagues or tournaments represents a good source of advertising?" Sixty per cent of the companies responding answered "no".

Question twenty-two. "Do outstanding athletes receive special favors or additional remuneration from your company?" All industries reporting answered this question in the negative.

Question twenty-three. "Do outstanding athletes generally advance farther and faster than non-athletes, with your company?" Six per cent of those companies responding to this question answered "yes".

Question twenty-four. "Do you believe that companies offer expanded recreation programs and facilities in order to
draw more, high calibre workers?" Thirty per cent of the companies believed industry did offer expanded recreation programs in order to draw better workers.

**Question twenty-five.** "Does your recreation program provide for instruction in the skills of various sports and games? If so, please list those activities in which instruction is provided." The percentage of reporting companies answering "yes" was thirteen. Those activities in which instruction was provided were golf, bowling, trap shooting, swimming and archery.

**Question twenty-six.** "Who provides your instruction?" Only six companies reported an instructional program. Instruction was provided by employees in three industries and by professional instructors in the remaining three instances.

**Question twenty-seven.** "Does your recreation director have other duties? What are those duties?" Sixty-four per cent of the reporting industries stated their recreation director or the person who was responsible for their recreation program had "other" duties. Those duties consisted primarily of personnel administration or industrial relations. Thirty-six per cent of the companies had no specific employee in charge of this part of their program. Sixty-four per cent of the companies had no specific employee in charge of the recreation program.

**Question twenty-eight.** "What formal recreational training has the person had, who is in charge of your company's recreation program?" Only nineteen companies answered this question
and fifteen admitted that their recreation director had no formal recreational training. Two industries listed college-trained directors while the remaining two companies listed "other" recreational training for their recreation leaders.

Question twenty-nine. "Are employees responsible for the organization and administration of your recreation program?" Eighty-eight per cent answered in the affirmative. In only five instances did companies answer "no" to this question.

Question thirty. "List those facilities that are used interchangeably by your community and your industry?" The facilities most mentioned included golf courses, bowling alleys, parks, Young Men's Christian Associations and athletic fields. See Figure 7, page 37, which illustrates the percentage of industries who used facilities also used by the community.

Question thirty-one. "Does the industrial recreation director and the community recreation director, in your locale, meet together in order to plan programs that are complementary?" Twenty per cent of Indiana's industries said "yes" to this question.

Question thirty-two. Question thirty-two asked the industries polled for a brochure or any additional comments concerning their respective recreation programs. Two companies provided pamphlets outlining their recreation program.

Question thirty-three. This final question asked the
FIGURE 7
PERCENTAGE OF INDUSTRIES REPORTING FACILITIES USED INTERCHANGEABLY BY COMPANIES AND COMMUNITIES
person completing the questionnaire to mark an "X" in the
"box" provided, should a copy of the results of this survey be
desired. One-half of the industries reporting recreation pro-
grams were interested in learning the results of this study.
CHAPTER IV

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The increasing number of leisure hours available to workers in Indiana has created a problem to employers as well as industry. It was the purpose of this study: (1) to discover those social and athletic activities offered to employees; (2) to determine what recreational facilities were owned by Indiana's industries; (3) to find what formal recreational training those persons have had who are in charge of various industrial recreation programs; (4) to learn if communities and industries have cooperated to further their respective recreation programs; and (5) to determine other pertinent facts concerning the scope and adequacy of industrial recreation programs in Indiana. A questionnaire which contained thirty-three questions designed to provide answers to the objectives of this study was mailed to 207 companies in 44 different Indiana cities. Industries polled hired from 70 to more than 15,000 workers. Eleven companies had either gone out of business or transferred their operations; therefore, 196 questionnaires were received by industries and 138 companies returned completed questionnaires, making a response of 70 per cent. This chapter is devoted to a summary of the results of the questionnaires, conclusions drawn therefrom and recommendations for the improvement of industrial recreation programs in Indiana.
I. SUMMARY AND CONCLUSIONS

Industries reporting recreation programs. With only fifty-three per cent of 138 industries reporting some form of recreation program, it is evident that industrial recreation programs in Indiana are not as popular as national statistics might lead one to believe. From personal observation, it would appear that the importance of industrial recreation has declined in the past several years. While outside the scope of this study, this situation could be caused by any one of a number of reasons, namely: the advent of television, lack of interest in recreational activities by employees or lack of interest by labor management.

Social activities. Industries reporting social recreation programs indicated employee participation in thirty various activities. Picnics were mentioned more often than any other social activity, 67 per cent, compared to parties which were listed by 60 per cent of the companies polled. Forty per cent favored card games and only banquets, horseshoes, card games and social dancing were listed by more than 14 per cent of the companies reporting social recreation programs. Although a large number of social or sedentary activities were mentioned, only a few companies took part in those respective activities. It appeared that industry's social recreation programs in Indiana were not varied and with the exception of picnics, parties, card games, banquets, social dancing and horseshoes, little else
of interest was offered in the way of social recreation. This was true in spite of the fact that fifty-eight per cent of those companies with recreation programs believed that social recreation was more popular than athletic activities.

**Athletic activities.** There was little doubt as to the most widespread athletic activity among Indiana's companies when ninety-two per cent indicated they sponsored bowling. Second, with sixty-eight per cent of Indiana industries reporting this activity, was golf. Only softball (forty-five per cent) and basketball (thirty-two per cent) were listed by more than fourteen per cent of those industries reporting. Although eighteen different athletic activities were mentioned by respondents, the primary athletic recreation programs of Indiana's industries were based on bowling, golf, softball and basketball. More than nine of every ten companies reporting athletic programs indicated no recent survey had been made regarding activities employees wanted to become a part of the recreational program.

**Inter-plant versus intra-plant athletics.** Results of this study indicated that more companies favored intra-plant athletic competition in the form of leagues and tournaments rather than inter-plant competition, as a result, only thirteen per cent of those companies with recreation programs belonged to athletic associations. Those industries favoring inter-plant athletic competition indicated their athletes traveled from two to 240 miles to compete. One-half of those teams reporting
interplant athletic competition said their teams played only locally. Of those teams who competed out of town, sixty-one miles was the maximum, average distance traveled. Most popular inter-plant athletics were bowling, softball, golf and basketball, in order of their popularity. Popularity was based on employee participation.

**Instruction in skills of sports and games.** Only thirteen per cent of the industries indicated that they offered any instruction in various sports and games. Those thirteen per cent recorded instruction in the following activities: golf, archery, swimming, bowling and tennis. Instruction was provided by either employees or professional instructors.

**Activities including families.** While industries recorded twenty-one different activities which included families of employees, only picnics (forty-two per cent), and parties (twenty-seven per cent) were mentioned prominently. Fourteen per cent of the companies reported social dancing and no other activity was indicated by more than five per cent of the companies polled. By more than five per cent of the companies

**Noontime activities.** Just eleven noontime activities were reported by companies with recreational or athletic programs at lunchtime. Card games and horseshoes were indicated by more than ten per cent of the companies responding to this question; table tennis was the only other activity to be reported by more than ten per cent of the companies. It seems that the company of twenty per cent of the respondents.

Results from this question point out
that the noontime recreation programs of Indiana's industries offer little in the way of social or athletic recreation, although in all fairness, it must be noted that many industries offer a lunch period of no more than thirty minutes, making a noontime recreation program almost impossible.

Most popular activities. Based on employee participation, the more popular social activities, in order of their popularity, were picnics, parties and banquets. More popular athletic activities included, in order of their popularity, bowling, golf and softball. It appeared that Indiana's companies offered social and athletic activities which were highly popular among employees.

Facilities owned by Indiana's industries. Results of this survey indicated Indiana industries owned very little in the way of recreational facilities which would benefit employees. While reporting companies listed twenty-three different facilities, only horseshoe pits (twenty-two per cent), athletic fields (eleven per cent), and picnic grounds (ten per cent), were reported by more than five per cent of the companies polled. It is to be remembered that horseshoes were listed as "a recreational activity in which most employees participate" by only four per cent of the companies with recreation programs. From these results it must be concluded that Indiana companies own few recreational facilities of either a recreational or social nature. One may assume that the majority of Indiana companies are dependent on some other source as far as recreational facilities are concerned.
Facilities used by industry and community. Only such municipally owned or privately owned facilities such as golf courses, bowling alleys, and parks were prominently reported as "facilities used by both community and industry". A mere seven per cent of the responses indicated cooperative use of the Young Men's Christian Associations. Just one respondent listed cooperative use of a "school gymnasium". From these responses it would appear as though industrial recreation programs have suffered due to a lack of adequate facilities needed to conduct those respective programs.

Facilities built by employees. A majority of companies (sixty-five per cent), would not expect employees to help construct new facilities, seven per cent said "maybe" and twenty-eight per cent said help would be expected of employees. Most companies apparently feel it would be asking too much of employees to donate their time and skills toward such projects such as recreational facilities.

Formal training for recreation leaders. A scant five per cent of the responses to the question, "What formal recreational training has that person had who is in charge of your company's recreation program?", were answered in the affirmative. It would follow that nearly all of Indiana's industrial recreation leaders have no formal recreation training. This, however, does not mean that those persons heading various programs are not experienced and skilled in recreation activities, but it may be concluded that it is not important to companies
in Indiana that one have had formal recreation training in or-
der to head an industrial recreation program. Sixty-four per
cent of the companies indicated their recreation director had
other duties, generally, personnel administration or industrial
relations, whereas thirty-six per cent said they had no recre-
ation director. Nearly ninety per cent advised that employees
were responsible for the organization and administration of the
recreation program.

**Industrial-community planning for recreation.** Just
twenty per cent of Indiana's industries answering the question-
naire, advised that their recreation directors met with commun-
ity recreation directors in order to plan programs that were
complementary. It is difficult to determine how industrial
recreation programs in the "Hoosier" state can function smooth-
ly and fail to have a working relationship with "community re-
creation." Previously it was brought out that recreation fac-
ilities owned by Indiana's industries were negligible. It then
would be necessary for the respective industries to become de-
dependent on either the school or the community for adequate
facilities in order to provide diversified recreation programs
for their employees. It is realized that many municipal facil-
ities are readily available for the use of industry such as
bowling alleys, golf courses and picnic grounds, but other act-
ivities requiring specially marked playing fields and courts as
well as gymnasia are not so readily available. Indiana's in-
dustries, it would seem, must suffer from a lack of facilities
coupled with a lack or absence of cooperation with community recreation officials.

**Financing Indiana’s industrial recreation.** Fifty industries listing both the number of workers employed and the amount spent on recreation programs showed a total of $136,900 being spent annually for a total of 58,295 employees which broke down to an average of $2.34 spent by industry for each person employed. Only five companies made a charge to employees for participation in company-sponsored recreation programs. These charges ranged from one to four dollars. Eighty-eight per cent of the companies polled thought their recreation budget adequate. The average amount spent for recreation annually by those fifty companies reporting, was $2,738. These results indicated that industry was ready and willing to finance their recreation programs.

**Employee participation.** Companies estimated an average of thirty-five per cent of male employees and twenty-eight per cent of female employees participated in at least one phase of the recreation program. A well-balanced recreation program with adequate facilities for conducting a proper number of social and athletic activities with widespread appeal would undoubtedly have drawn a higher percentage of participants than the aforementioned averages.

**General pertinent facts disclosed.** Companies unanimously stated athletic games or practices were never held on company
time, nor did athletes receive additional remuneration for
their participation in athletic contests. Over ninety per cent
said that outstanding athletes did not advance further and
faster than non-athletes. More than seventy per cent of the
companies returning a completed questionnaire reported they
did not believe that companies offered recreation programs in
an effort to draw more, high calibre workers. Sixty per cent
thought that sponsoring teams or individuals in athletic events
was not a good source of advertising. From these general
questions it was determined there were no ulterior motives be-
hind those industries sponsoring athletic recreation programs
in Indiana, although some large companies do not hide the fact
they hire personnel for their athletic prowess and the adver-
tising benefits which these athletes can bestow on their com-
panies through athletic accomplishments.¹

General status of industrial recreation in Indiana. While
companies in Indiana are willing to provide for industrial rec-
reation financially, it is apparent that these companies lack
"owned facilities" with which to conduct recreation programs
and are lax when it comes to seeking cooperation and assistance
from their communities. Although a fair number of social and
athletic activities are sponsored by companies, an absence of
personnel with formal recreational training is evident.

¹"Today's Ballplayers Tomorrow's Executives," Business
Week, April 2, 1955, p. 82.
II. RECOMMENDATIONS

Management and employees responsible for recreation. Both management and employees of Indiana's industries share responsibility for the successful function of recreation programs. Industry cannot be expected to "force" recreation upon employees, rather, recreation programs must grow from the desires and interests of workers. Once this desire is evidenced, companies should attempt to provide the most adequate programs possible.

Qualified director of recreation. It would seem that recreation programs of companies in Indiana would profit if persons with formal recreation training were placed in charge of recreation programs. These recreation directors might be responsible for other duties as well, but formal recreation experience should be a criteria for the positions they would hold. These directors should work closely with community, school and church recreation officials to see that cooperative use of facilities would be realized and to make certain that the respective recreation programs of Indiana's industries, schools, and churches do not "overlap." A recreation director with formal training would also be qualified to provide needed instruction in various athletic and social activities sponsored by companies in Indiana.

Cooperative use of recreation director. If various industries in a specific area lacked economic means with which to employ recreation directors, it is possible that several
companies, together, could hire a trained recreation director who would be responsible for the recreation programs of these several companies. In this way, the cost of employing a director would be minimized insofar as each company was concerned.

**Increased emphasis on recreation.** Indiana companies who believe in the importance of industrial recreation should make their recreation programs as appealing as possible. This "dressing up" is needed in view of the average estimated percentage of employees who take part in the programs of various industries. Awards are important to employee interest in competitive events and should not be overlooked. Employees should be surveyed to determine what activities are most desired. This is an important starting point since companies in Indiana generally failed to offer a balanced variety of social and athletic activities.

**Survey of company-owned facilities.** A survey of company-owned facilities should be made in an effort to determine if the facilities owned are commensurate with the size of the recreation program offered by the company involved. If owned facilities are meager, then cooperation with community recreation directors should take on added significance. If recreation funds are available, Indiana industries should buy facilities which are needed.

**Summary of recommendations.** Management officials of all companies in Indiana should take a careful look at their
respective operations in an effort to determine what effect recreation programs or improved recreation programs would have on their business. Industries with no recreation programs would certainly benefit by inaugurating recreation activities. Improvement of existing recreation programs of Indiana's industries by management could be realized by: careful selection of trained personnel to head company recreation programs; making certain industries cooperated with communities to achieve mutual objectives; making programs appealing to employees by offering awards; surveying employees to learn what activities are wanted; and by determining what facilities could be purchased which would benefit employees the most. These needs are widespread in Indiana and proper steps must be taken if industrial recreation in Indiana is to achieve a status comparable to that of industrial recreation nationally.
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APPENDIX A

QUESTIONNAIRE

1. Does your company offer a recreation program for its employees? 
(If the answer to question one is "no" please disregard all subsequent questions and return questionnaire to sender in the stamped, addressed envelope provided.)

2. Mark an "X" before each activity offered by your company. Please add any activities not mentioned.

<table>
<thead>
<tr>
<th>Social or Sedentary Activities</th>
<th>Active Athletic Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Arts and crafts</td>
<td>1. Basketball</td>
</tr>
<tr>
<td>2. Parties</td>
<td>2. Baseball</td>
</tr>
<tr>
<td>3. Picnics</td>
<td>3. Softball</td>
</tr>
<tr>
<td>4. Round or square dancing</td>
<td>4. Football</td>
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<tr>
<td>5. Social dancing</td>
<td>5. Track and field</td>
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<tr>
<td>6. Horseshoes</td>
<td>6. Tennis</td>
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<tr>
<td>7. Archery</td>
<td>7. Volleyball</td>
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<tr>
<td>8. Shuffleboard</td>
<td>8. Golf</td>
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<tr>
<td>11. Checkers or chess</td>
<td>11. Table tennis</td>
</tr>
<tr>
<td>15. Band or orchestra</td>
<td>15. Wrestling</td>
</tr>
<tr>
<td>16. Singing groups</td>
<td>16. Weightlifting</td>
</tr>
<tr>
<td>17. Croquet</td>
<td>17. Water skiing</td>
</tr>
<tr>
<td>18. Boating</td>
<td>18. Gun club</td>
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<td></td>
<td></td>
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<tr>
<td>Other activities</td>
<td>Other activities</td>
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<td>19.</td>
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<td>20.</td>
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<td>21.</td>
<td>21.</td>
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</tbody>
</table>

3. Under each heading above, underline the three activities in which the greatest number of employees participate.

4. Mark an additional "X" before those activities that are available during the noon-time period.

5. Does your company provide senior andinternational activities among these two activities, all activities are enjoyed by
5. Mark an "X" before those recreation facilities owned by your company.

1. Swimming pool  
2. Bathing beach  
3. Club house  
4. Picnic grounds  
5. Golf course  
6. Shuffleboard courts  
7. Tennis courts  
8. Gymnasium  
9. Auditorium  
10. Outdoor arena or stadium  
11. Athletic field  
12. Bowling alleys  
13. Horseshoe pits  
14. Park  
15. Hunting grounds  
16. Lake or pond

Other Facilities

17.  
18.  
19.  
20.

6. What is the approximate number of people employed by your company in your particular location?

   ___________% male  
   ___________% female

7. What is your estimate of the percent of male employees who take part in at least one phase of your recreation program?

   ( ) 15%  ( ) 25%  ( ) 50%  ( ) 75%  ( ) 100%

   female?  ( ) 15%  ( ) 25%  ( ) 50%  ( ) 75%  ( ) 100%

8. Do more employees participate in athletic activities than social activities in your recreation program?  

9. List those activities that include "families" of employees.

   1.  
   2.  
   3.  
   4.  
   5.  
   6.  
   7.  

10. Does your company belong to an industrial athletic association? If so, what is the name of the association?

11. Does your company endorse inter-plant athletic competition in your city? If so, list the activities that are a part of this program.

12. Does your company provide league and tournament competition among teams and individuals, all of whom are employed by your company?
your own company? If so, list the activities that are a part of this program.

1.  
2.  
3.  
4.  
5.  
6.  
7.  
8.  
9.  
10.  
11.  
12.  
13. What is the farthest distance your athletic teams travel to compete?

14. Is recorded or taped music provided for employees at lunchtime? while on the job?

15. Has a recent survey been made to determine what activities your employees want regarding their recreational program? If so, list the activities that have become a part of your program as a result of these surveys.

16. How much money is spent each year by your company for recreation in your particular locale? Please check the square over the amount which is most nearly correct.

   ( ) ( ) ( ) ( ) ( ) ( ) ( ) ( )
   $50 $100 $250 $500 $1000 $2000 $5000 $10,000 or over

17. Approximately how much money is charged each employee, each year, to finance the recreation program? $______

18. Do you consider your recreation budget adequate? ______

19. If your company decided to add a new recreational facility, totally at company cost, would your employees be expected to donate their time and skills in the construction of this facility? ______

20. Regarding competitive, inter-plant athletics, are games or practices ever held on "company time"? ______

21. Does your company believe that sponsoring athletic teams in leagues or tournaments represents a good source of advertising? ______

22. Do outstanding athletes receive special favors or additional remuneration from your company? ______

23. Do outstanding athletes generally advance further and faster than non-athletes, with your company? ______

24. Do you believe that companies offer expanded recreation programs and facilities in order to draw more, high calibre workers? ______
25. Does your recreation program provide for instruction in the skills of various sports and games? If so, please list those activities in which instruction is provided.

1. 
2. 
3. 
4. 
5. 
6. 
7. 
8. 
9. 

26. Who provides your instruction? ____________________________________________

27. Does your recreational director have other duties? What are those duties? ____________________________________________

28. What formal recreational training has that person had who is in charge of your company's recreation program? ______

29. Are employees responsible for the organization and administration of your recreation program? ______

30. List those facilities that are used interchangeably by your community and your industry.

1. 
2. 
3. 
4. 
5. 
6. 

31. Do the industrial recreation director and the community recreation director, in your locales, meet together in order to plan programs that are complementary? ____________________________________________

32. If available, please attach a brochure of your company's recreation program. If not available, any additional comments would be welcomed.

33. ( ) Please mark an "X" in the box provided should you desire a copy of the results of this study.
APPENDIX B

LIST OF COMPANIES SAMPLED BY CITIES

Indianapolis:

Aero Blind and Drapery Company
American United Life Insurance Company
Best Foods, Incorporated
Bowes "Seal Fast" Corporation
Bridgeport Brass Company
Central Rubber and Supply Company, Incorporated
Central Supply Company
Citizens Gas and Coke Utility
Coca Cola Bottling Company
Colonial Baking Company, Incorporated
Continental Optical Company
John Deere Flow Company of Indianapolis
Diamond Chain Company, Incorporated
Edgerton and Company
Fairmont Glass Works, Incorporated
Firestone Tire and Rubber Company
General Outdoor Advertising
Great Atlantic and Pacific Tea Company
H and B American Machine Company, Incorporated
Herf Jones Company
Hoosier Petroleum Company
Hoosier Tarpeulin and Canvas Goods Company
Indiana Insurance Company
Indiana Jobbing and Mercantile Company
Inland Container Corporation
The Kramer Corporation
Eli Lilly and Company
MacAllister Machinery Company, Incorporated
P. E. Mallory and Company, Incorporated
Mutual Milk Company
National Starch Products, Incorporated
The Ohio Oil Company
Paper Package Company
Phillips Petroleum Company
Pittsburgh Plate Glass Company
R. C. A. Victor Division, Radio Corporation of America
Red Dot Foods, Incorporated
Remington Rand Division, Sperry Rand Corporation
The Richardson Company
The Rough Notes Company, Incorporated
Saps Bakery, Incorporated
John Sexton and Company
Shell Oil Company
Shumaker Brothers Industries, Incorporated
Spickelmier Industries, Incorporated
Standards Brands, Incorporated
Standard Oil of Indiana
Standard Paper Company
United States Envelope Company
United States Corrugated-Fibre Box Company
United States Rubber Company
Van Camp Hardware and Iron Company
Vonnegut Hardware Company
The Wadley Company
Waldeman Press, Incorporated
Western Electric Company
Zenite Metal Corporation

Terre Haute

American Wheaton Glass Corporation
Bemis Brothers Bag Company
Columbia Records, Incorporated
Columbian Enameling and Stamping Company, Incorporated
Commercial Solvents Corporation
Indiana Gas and Chemical Corporation
Linton Summit Coal Company
Mace Service, Incorporated
The Maumes Collieries, Incorporated
Charles Pfizer and Company, Incorporated
Prudential Insurance Company of America
The Quaker Maid Company, Incorporated
Recipe Foods, Incorporated
The Smith-Alsop Paint and Varnish Company
D-X Sunray Oil Company
Terre Haute Malleable and Manufacturing Company
Thomson Symon Company
Visking Company, Division of Union Carbide Corporation
Wabash Fibre Box Company
Weston Paper and Manufacturing Company

Evansville

L. L. Berman and Company, Incorporated
Bernardin Bottle Cap Company, Incorporated
Cradock Furniture Corporation
Crescent Plastics, Incorporated
Evansville Printing Corporation
Evansville Veneer and Lumber Company
H. Hendrich, Incorporated
Indian Archery and Toy Corporation
Charles Leich and Company
Lincoln Bakery, Incorporated
Kent Plastics Corporation
Peerless Pottery, Incorporated
Red Spot Paint and Varnish Company, Incorporated
Shane Uniform Company, Incorporated
Southern Indiana Gas and Electric Company
Sterling Brewers, Incorporated

South Bend

Bike Web Plant, Division of the Kendall Company
Drewrys Limited, United States of America, Incorporated
Empire Box Corporation
Indiana Bell Telephone Company
Koontz-Wagner Electric Company, Incorporated
Kreamo Bakers, Incorporated
H. D. Lee Company, Incorporated
Mastic Asphalt Corporation
The Philadelphia, Incorporated
South Bend Awning Company
South Bend Lathe Works
South Bend Toy Manufacturing Company
Studebaker-Packard Corporation
Wilson Brothers

Fort Wayne

Bowscher, Incorporated, Fort Wayne Division
Centlivre Brewing Corporation
Central Soya Company, Incorporated
The Cleveland Graphite Bronze Company
Eckrich and Sons, Incorporated
Essex Wire Corporation
Falsstaff Brewing Corporation
Farnsworth Electronics Company
Fort Wayne Tailoring Corporation
General Electric Company
General Industries, Incorporated
General Telephone Company of Indiana, Incorporated
Perfection Biscuit Company
Pollak Brothers, Incorporated

Gary

American Bridge Division, United States Steel Corporation
The Anderson Company
Bear Brand Hosiery Company
The Budd Company
Clover Leaf Dairy Company
Coca Cola Bottling Works, Incorporated
Jantus Manufacturing Company
Krakis Brothers Poultry Company, Incorporated
Sunbeam Lighting Company, Incorporated (Eastern Division)
Superior Construction Company
United States Steel Corporation (Gary Steel Works)

Hammond

The Glidden Company
Hammond Brass Works
Inlander-Steinler Paper Company
Lever Brothers Company
Libby McNeill and Libby
Northern Indiana Public Service Company
Pullman-Standard Car Manufacturing Company
Rand McNally Company
Standard Pattern Works
Swift and Company (Plant Food Division)
Winer Manufacturing Company, Incorporated

Muncie

Ball Brothers Company, Incorporated
Chevrolet-Muncie Division, General Motors Corporation
Durham Manufacturing Corporation
Goodyear Tire and Rubber Company
Kimble Glass Company

Elkhart

Buescher Band Instrument Company
C. G. Coun Limited
Miles Laboratories, Incorporated
H and A Selmer, Incorporated
Whitehall Pharmaceutical Company

East Chicago

Blaw Knox Company
E. I. DuPont de Nemours and Company
Silver Manufacturing Company
Sinclair Refining Company
Universal Atlas Cement Company
Anderson

American Playground Device Company
Delco-Remy, (Division of General Motors Corporation)
Emge Packing Company, Incorporated
Forse Corporation
Recreation Equipment Corporation

Bloomington

Monroe Tobacco and Candy Company
Radio Corporation of America
Sarkes Tarzian, Incorporated

Greencastle

Angwell Curtain Company, Incorporated
International Business Machines Corporation
Lane Star Cement Corporation

Richmond

Joseph H. Hill Company
Indianapolis Gove Company
Johns Manville Products Corporation

Brazil

Arkbestos Ceramic Corporation
American Vitrified Products Company

Michigan City

Kokomo

American-Standard Plumbing and Heating Division
Pittsburg Plate Glass Company

Lafayette

Brown Rubber Company, Incorporated
Haywood Publishing Company
New Albany

Bruce Veneer and Panel Company
M. Fine and Sons Manufacturing Company, Incorporated

Seymour

Arvin Industries, Incorporated
F. Jacobson and Sons, Incorporated

Valparaiso

Continental-Diamond Fiber Corporation
Philley Manufacturing, Incorporated

Whiting

Lever Brothers Company
Union Carbide Chemicals Company

Mishawaka

Mishawaka Rubber and Woolen Manufacturing Company

Marion

General Tire and Rubber Company

Michigan City

Television Associates, Incorporated

Logansport

The H. W. Gossard Company

La Porte

United States Slicing Machine Company, Incorporated
Vincennes
Brown Shoe Company

Columbus
Union Starch and Refining Company

New Castle
Courier-Times, Incorporated

Connersville
Stant Manufacturing Company

Huntington
Seallest Central Division

Frankfort
National Cigar Company

Jeffersonville
Colgate Palmolive Company

Peru
Olin Mathieson Chemical Corporation

Goshen
Hettrick Manufacturing Company
Crawfordsville
Enroe Shirt Company, Incorporated

Bedford
Indiana Limestone Company, Incorporated

West Lafayette
Graves Quality Bakery, Incorporated

Shelbyville
Kennedy Car Liner and Bag Company, Incorporated

Elwood
General Lamps Manufacturing Corporation

Washington
Corcoran Division of M. C. Cord Corporation

Wabash
The Ford Meter Box Company, Incorporated

Hobart
Natco Corporation