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An Analysis of Selected Personnel Managers for Company Attitudes Toward Industrial Recreation in North Carolina

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Cynthia Bailey

1980

AN ANALYSIS OF SELECTED PERSONNEL MANAGERS
FOR COMPANY ATTITUDES TOWARD INDUSTRIAL
RECREATION IN NORTH CAROLINA

A Thesis

Presented to

the Faculty of the Department of
Physical Education and Recreation
Western Kentucky University
Bowling Green, Kentucky

In Partial Fulfillment
of the Requirements for the Degree
Master of Science

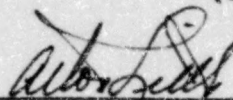
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Cynthia Bailey Dean

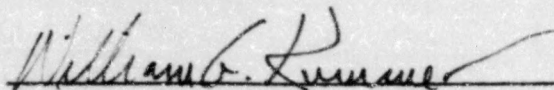
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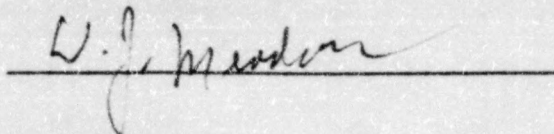
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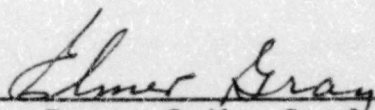


Director of Thesis





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Dean of the Graduate College

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AN ANALYSIS OF SELECTED PERSONNEL MANAGERS FOR COMPANY
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Cynthia Bailey Dean November 1980 89 pages

Directed by: Dr. Alton D. Little, Dr. William G. Kummer,
and Dr. William Meadors

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This study was made in attempt to assess company attitudes toward industrial recreation in order to draw conclusions concerning present and future trends in employee recreation. A survey instrument was devised with the aid of a jury of experts to validate and improve upon the questionnaire. The questionnaires were distributed through the mail to the one hundred largest manufacturing firms in North Carolina. Personnel managers were asked to answer the survey as to reflect company attitudes and not necessarily their own. The questions pertained to areas such as recreational opportunities, amount of participation, utilization of recreational personnel, the availability of facilities and land, future plans, and recreational objectives. Fifty-six companies responded to the surveys and returned the questionnaires to the investigator. The surveys were tabulated and data were accumulated. The survey indicated a trend toward growth in recreational opportunities and programs, but a stabilization in the area of facilities and land provided. Attitudes toward recreation were found to be positive for the most part. How-

ever, attitudes towards objectives of employee recreation were generally negative. Recommendations, based upon the analysis of the study, were made in order to allow companies a basis of comparison for the development of their programs. It was suggested, according to the findings of the study, that in order for companies to remain competitive in the area of industrial recreation programs offered, recreational opportunities should be made available to employees, a recreational director or part time director should be hired, and use of volunteers should be increased. Extensive facilities and land were not found to be essential to a competitive program. Continuation or expansion of recreational programs was recommended. An awareness of objectives of employee recreation or a set of goals for the company program is highly recommended for a successful industrial recreation program.

Chapter 1

Introduction

Fyodor Dostoevsky stated as quoted by Nash, "If it were desired to reduce a man to nothing, it would be necessary only to give his work a character of uselessness."¹ Work is no longer as challenging as it once was when most families worked in a rural setting, made their own decisions, and played the role of "their own boss". Factory work and assembly line production have removed from work much of the self-satisfaction that is in higher demand today than ever before. This loss of pride in an occupation has caused numerous problems in industry such as high turnover rates, lack of communication, dissatisfaction in employment, and lack of enthusiasm or productivity on the job. Industry has been forced to look for answers to these problems, and employee recreation has proven to be one of the more helpful answers.

Industrial recreation has as its main purpose a set of goals aimed at benefiting the employer. For example, some objectives of industrial recreation include better employee relations, a drop in absenteeism, lower turnover rates, and increased communication. Employee recreation hopes to accomplish these goals through top management and workers recreating together. For instance, employees who play together on a softball team get to know each other better, feel more com-

fortable with each other, and develop a sense of loyalty. This relationship often carries over into their work and replaces the lack of self-esteem derived from the job itself. Recreation opportunities may also make a company a more desirable place to work, thus lowering the rate of turnover and improving company ability to recruit top workers. Fitness programs may increase the health of employees thus creating a drop in absenteeism and a surge in productivity. These are only a few examples of industrial recreation and what it claims to accomplish.

This study attempts to assess trends in industrial recreation in order to plan for the future and keep pace with the times. Through this study an effort has been made to make a comparison of companies, their attitudes, and their programs, and present the findings in a useful, reliable form as a guideline with which to conduct industrial recreation programs.

Statement of the Problem

The purpose of this study was to assess selected industrial personnel managers for company attitudes toward the need for industrial recreation out of the one hundred largest manufacturing firms in North Carolina.

Subproblems

The subproblems of this study were twofold:

- 1) to develop questions for an instrument to be completed by the personnel manager to reflect company attitudes towards industrial recreation
- 2) to suggest whether or not conditions are favorable in North Carolina toward the growth of industrial recreation in the industries cited

Definition of Terms

The following terms will be applicable to this study:

- 1) Recreation - Recreation is the constructive use of unobligated time voluntarily engaged in for the purpose of enjoyment.²
- 2) Frequency Distribution - Frequency distribution is a method of arranging data into groups for ease in handling and interpreting figures. It is a method of identifying extreme scores, most frequently occurring scores, and the median scores.³
- 3) NIRA - The National Industrial Recreation Association is a non-profit organization which is dedicated to the

advancement of recreation programs.⁴

- 4) Recreation Personnel - Recreation personnel are those who work within the company to organize and/or assist in an employee recreation program.
- 5) Jury of Experts - A jury of experts is defined as a group of individuals considered experienced and reputable in the field of industrial recreation. These persons all hold offices in the NIRA and have shown active leadership in the field of employee recreation.
- 6) Objectives of Employee Recreation - Employee recreation objectives refer to the purposes which an industrial recreation program hopes to accomplish through a recreation program.
- 7) Mean - The mean is an arithmetic average.⁵
- 8) Simple Frequency - Simple frequency is a listing of the scores.⁶
- 9) Survey - A survey is an examination of a group of units.
- 10) Manufacturing Firm - An establishment whose end result is production is a manufacturing firm.
- 11) NIRRF - The National Industrial Recreation Research Foundation is an extension of the NIRA basically concerned with research in the area of industrial recreation.

Limitations

The study was limited:

- 1) to the number of respondents willing to cooperate by completing and returning the questionnaire

- 2) to the ability of personnel managers to accurately reflect the opinion of the company and not necessarily their own opinion

Delimitations

The study was delimited:

- 1) to the one hundred largest manufacturing establishments in the state of North Carolina
- 2) to company officials handling personnel management within the population of the companies studied

Hypothesis

In light of the anticipated findings of the study, the following hypothesis was formulated:

Companies participating in the study show a positive attitude toward industrial recreation and indicate future growth in employee recreation.

Need for the Study

In 1971 a graduate student in recreation published an article in Recreation Management urging both management and institutions of higher learning to put forth a cooperative effort to better train and educate students to fill the growing leadership positions opening in employee recreation. His basis for the upcoming growth in industrial recreation was attributed to such things as:

- 1) the large number of industrial recreation founders reaching retirement age
- 2) the increasing amount of leisure time due to the shorter

work week

- 3) the importance of keeping employees better satisfied in order to maintain experienced employees
- 4) the growing membership of NIRA⁷

Since 1971, when Wolf made his challenges in a NIRA publication, the NIRA has published a text book entitled An Introduction to Employee Recreation, Employee Services, and Activities in an attempt to educate students interested in a career in industrial recreation.⁸ Studies are needed to support logical expectations such as those cited by Wolf.

This study attempts to assess the present and future trends of employee recreation in hopes of providing a basis of planning for those concerned with industrial recreation.

Neulinger quoted Smigel as stating in his book Work and Leisure:

"Hard facts about leisure are not easy to come by: Information concerning the interrelationship between work and leisure is even more difficult to find. Among the many reasons for this scarcity, possibly the most important is the Calvinist feeling in American culture that work alone is good - that a preoccupation with leisure borders on an endorsement of sin."⁹

Even fewer studies pertain to attitudes toward recreation. Neulinger states, "What is missing in particular is any systematic work on leisure attitudes."¹⁰ Brightbill went on to say in 1974, as quoted by Neulinger, "...there is very little research on the attitudes of the American people about leisure activities."¹¹

Recreation patrons, board members, and company officials have continually asked questions that require support of

studied and factual answers. Jay M. Ver Lee, Superintendent of Recreation in Oakland, California, commented, "There is a continuous need to evaluate and, if necessary, modify existing programs to meet changing needs and interests."¹²

William B. DeCarlo, Chairman of the NIRRF was contacted concerning his opinion of the value of this study. He was quite enthusiastic about the study and offered funding from the NIRRF for monies for postal expenditures for this study upon reception of the investigator's proposal, if approved.¹³

Melvin C. Byers, consultant for the NIRA, was also contacted concerning this study. He not only showed a great deal of interest in such a study, but also supplied the investigator with further information concerning employee services.¹⁴

Before steps are taken to expand large numbers of trained personnel in industrial recreation, studies predicting present and future trends are imperative to qualify the worthiness of increased training. "We need to secure a continued source of well-educated, specifically prepared professional administrators for industrial recreation programs," commented Fritz J. Merrell, past president of NIRA.¹⁵

Studies which report findings based on sound research provide much needed information to educators, students, and industries concerning industrial recreation, its merits, and growth.

Notes

Chapter 1

- ¹Jay B. Nash, Recreation Pertinent Readings (Dubuque, Iowa: Wm. C. Brown Co. Publishers, 1965), p. 249.
- ²Alton Little, Class Lecture, Western Kentucky University, Bowling Green, Kentucky, July 1979.
- ³Donald A. Pelegrino, Research Methods for Recreation and Leisure: A Theoretical and Practical Guide (Dubuque, Iowa: Wm. C. Brown Co. Publishers, 1979), p. 163.
- ⁴Toledo Industrial Recreation and Employee Services Publication Number 3, October 1979.
- ⁵Pelegrino, Research Methods, p. 169.
- ⁶Ibid., p. 168.
- ⁷William E. Wolf, "Industry and Education," Recreation Management (Chicago, Ill: NIRA, March 1972), pp. 10-11.
- ⁸Ibid., pp. 10-11.
- ⁹John Neulinger, The Psychology of Leisure (Springfield, Ill: Charles C. Thomas Publisher, 1974), p. 91.
- ¹⁰Ibid., p. 91.
- ¹¹Ibid., p. 91.
- ¹²Jay M. Ver Lee, "The Role of Research in the Recreation Service in the Urban Complex," Recreation Research (Washington, DC: Department of the National Education Association, 1966), p. 14.
- ¹³William B. DeCarlo, Phone Conversation with the Investigator New York: 15 October, 1979.
- ¹⁴Melvin C. Byers, Phone Conversation with the Investigator Chicago: 25 October, 1979.
- ¹⁵Fritz J. Merrell, Recreation Management (Chicago, Ill: NIRA, March 1978), p. 3.

Chapter 2

Review of Related Literature

Attempts were made to locate a study which closely paralleled the needs of this study. A thorough search was conducted through an ERIC search, doctoral dissertation abstracts, psychological abstracts, reader's guides, recreational bibliographies, and various magazine publications. Although no particular studies were found which exactly parallel this project, some related studies have been completed. The following review will provide some insight into the topics of recreational opportunities provided by industry, growth of employee recreation, attitudes toward recreation, hiring of recreational personnel, and perceived objectives of industrial recreation.

History of Industrial Recreation

Industrial recreation is said to have started around 1854 when Peacedale Manufacturing Company of Peacedale, Rhode Island, opened a small library for its employees and taught singing lessons to children as a public service. By 1941, the National Industrial Recreation Association was organized and the promotion of recreation for industrial workers and their families was on the way.¹

NIRA has played a vital role in producing happier, healthier, and more productive workers. In 1958 it was estimated that

over one billion dollars was spent by industry for recreational equipment, opportunities, and facilities.² Growth today is said to have far surpassed that figure and is still on the increase.

During World War II, industrial recreation truly began to boom. During the long and tense working hours brought on by the war, industrial recreation grew as an answer to relieving worker tension and keeping employees fit as a part of the national defense effort.

Today employee recreation serves to aid individuals in their use of ever-increasing leisure time, as well as provide a means of self-satisfaction and recognition that is not often provided by factory line occupations. Membership in the NIRA has grown considerably, and increasing sales of athletic equipment evidence the increase of recreational pursuits.⁴

Growth

Since Americans have become increasingly concerned with concepts such as "finding themselves" and maintaining happiness through self-satisfaction, company management has had to look for a means other than job security to maintain employees for extended periods of time. Industry spends thousands of dollars every year to train and replace employees who leave company positions for various reasons. Job security is no longer the number one motivation for sticking with an occupation. In a study by Wolf, the average twenty to thirty year old employee rates self-satisfaction in the occupation as the highest incentive for maintaining employment with an indivi-

dual company or organization.⁵

The Johnson Wax Study by Carter and Wanzel takes the pursuit of self-satisfaction a bit further. The study suggested that those employees who do not presently have highly rewarding job experiences benefit more from the self-enrichment of recreational participation than those who already have self-satisfying and rewarding occupations.⁶ This is not to say however that those individuals with rewarding jobs cannot benefit further from recreational experiences. This information supports other research indicating a threefold relationship between self-satisfaction, recreation, and industry.

Evidence is still present that growth continues in employee recreation. A doctoral dissertation by Robert Wanzel and cited by Wilson, Wanzel, Gillespie, and Roberts concluded that the number of companies providing employee recreation services grew from 54.8% in 1967 to 61.6% in 1969.⁷ A 1978 questionnaire mailed to NIRA members pointed out that fifty-five percent of the companies surveyed had an employee recreational association.⁸

The effect of work on leisure has in the past been an area of research and study. In more modern times however, research has attempted to assess the influence of leisure on work. It is probable that more frequent coffee breaks, a longer than average lunch break, and increased vacation time can attest for some of the recent upsurge. A study by Dumazetier conducted in France concluded that the effects of leisure on work are now more noticeable than the relationship of work on leisure. It was stated by Parker, "Many young people

are looking for the leisure possibilities in any job they are choosing."⁹

As cited by Neulinger, Douglas stated in 1960:

"Leisure rather than work has become the dominant time factor which integrates life ... To accept our leisure as seriously as we once did our work shifts a whole emphasis."¹⁰

It is because of this new emphasis that management has begun to look at industrial recreation as a dollar and cents answer to an ever increasing problem.

Recreational Opportunity

America has seen fit to provide its people with a vast array of recreational opportunities in which to express themselves. Constructive use of leisure time has become an object of attention for both individuals and groups. Without the availability of recreational opportunities, man may well be worse off than when he had little or no leisure time. As Nash pointed out Howard Rusk's statement, "We are now in a position to cure many diseases and get people well, only to see many drop back into illness through the malignancy of idleness."¹¹

Luther Burbank was obviously aware of the importance of the segment of outdoor recreation as a means of education. He wrote, as quoted by Nash:

"Every child should have mud pies, grasshoppers, water-bugs, tadpoles, frogs, mud-turtles, elderberries, wild strawberries, acorns, chestnuts, trees to climb, brooks to wade in, water-lilies, woodchucks, bats, bees, butterflies, various animals to pet, hay fields, pine cones, rocks to roll, sand, snakes, huckleberries and hornets; and any child who has been deprived of these has been deprived of the best part of his education."¹²

Everywhere we turn recreational opportunities are beginning to be recognized and appreciated. Recreation is more than a time of play for children; it is an insight to the needs and potential of people. As Nash pointed out, Daniel Poling put it, "Give me the direction of the play life of this generation, and I will dictate the world's path tomorrow."¹³

It is obvious that research and studies concerning recreational opportunities can be valuable not only to recreational organizations and individuals, but to the nation as a whole. Parker pointed out a 1965 NOP Market Research study that forecasted for 1980 that those activities expected to increase most sharply in popularity were golf, camping, caravanning, motorcycle rallying, and trips to the country.¹⁴ Of course, studies of this type more than likely did not foresee the skyrocketing fuel costs which were to come, but future predictions such as these have proven true otherwise. For instance, a 1978 study mailed to NIRA members found the most popular activities were from highest to lowest, golf, bowling, softball, basketball, volleyball, bridge, snow skiing, and photography.¹⁵ Another study by the Midwest Institute in 1972 showed driving for pleasure and picnicking to be the most participated in outdoor activities. Those activities showing the highest rate of growth were camping and bicycling, while boating, fishing, and hunting are all on the upswing as well.¹⁶

As indicated by the increase in sales of recreational equipment, recreational participation in general is on the

increase. Opportunities for recreation are expanding and individual demand is growing. Research and studies help predict just where that growth can be expected.

Attitudes

Attitudes are ever changing ideas which give us insight into future expectations. Attitudes toward recreation have changed greatly over the last few decades. Many have and still do look at recreation as just a means of fun. Others take it a bit further and see the exhaustive potential in it. John Tuman states, as Christiansen quoted him:

"Most of us have invested a considerable amount of time and money to develop our brain power. Yet there are very few of us who are making any serious attempt to protect this investment. By maintaining healthy, functioning bodies we can promote the strength and vitality that protect our investment (our brains) and thus be able to apply our mental powers to their fullest potential."¹⁷

This statement exemplifies the more modern attitude held by many associated with the promotion of recreation. The need is for more research focusing on attitudes toward industrial recreation.¹⁸

In one study by the National Conference Industrial Board, attitudes of executives from 274 companies were surveyed concerning contributions of employee recreation. The findings suggested that employee recreation contributed significantly to improvement of morale and promotion of worker and employer relationships.¹⁹

In a study cited in Carter and Wanzel's article, Wanzel performed a study of employee attitudes, and sixty-five

percent of the sample felt their company should provide a recreational facility for its employees. Sixty-nine percent felt an employee recreation program would improve morale.²⁰

Attitudes of the decision makers, usually businessmen, are not usually quite so positive toward the merits of industrial recreation. A study by Welton and Klein shows there is a new breed of recreation students coming along who believe in recreation; but business people are not aware, generally, of its values.²¹ The attitudes of those in control play an integral part in any visible sign of progress.

In a study conducted by the City of Phoenix, city employees were questioned as to their opinions on work conditions. They displayed strong concern toward problems such as departmental and supervisory relations, feeling unappreciated, and especially lack of communication. Such problems as these are all concerns of industrial recreation.²²

Recreational Personnel

Most studies relating to recreational personnel specifically concern volunteers. The aspect of volunteerism is being explored by many organizations and is yet another means of encouraging employee recreation programs.

A common reason cited by companies for not having or expanding an industrial recreation program is lack of funding. Volunteers may be the answer for those companies who are hesitant to invest large sums of money into such programs.

Last year, a Gallup Poll report indicated that approximately eighty-nine percent of the population would be willing, if asked, to assist as a volunteer in a community based activity.²³ The Census Bureau concluded that one fourth of the people over the age of fourteen are involved in organized volunteer activity which amounts to \$134 billion per annum in services rendered.²⁴

Objectives

Studies concerning objectives of employee recreation are often performed. These studies indicate the success of recreational programs through the ability of the program to meet the goals or objectives set up for it. The findings discerned from these studies are sometimes considered inadequate. Mel Byers, Consultant for the NIRA commented, according to Welton:

"To my knowledge, there have not been any satisfactory studies based upon significant control groups and extended scientific data. The cost of such studies would probably prohibit interested companies from contributing funds for proof of the obvious. We do know that each of the objectives for providing recreation in industry and business do offer elements of major benefits for both employee and employer. The objectives seem to us to be so elementary that to justify them is like proving that learning the alphabet is a necessary prerequisite to learning how to live."²⁵

This is not to say studies concerning recreational objectives have no merits. Instead of trying to justify programs we need to assess the value of the program and determine where improvements can be made. As stated by Morton Thompson, Director of Consulting Services for the National Recreation and Park Association, "The first step in evalua-

tion is to specify the objectives or goals of a program."²⁶

In the Johnson Wax Study by Carter and Wanzel, the most common benefits employees reported from participation in recreation were meeting fellow employees, making more friendships, developing social skills, and developing leadership skills. The most common positive consequence of participation in recreation in relation to work was increased knowledge and understanding gained of fellow employees.²⁷

A two year study by the National Industrial Health Board of Great Britain indicated that twenty percent of absenteeism was caused by lack of involvement in recreational activities.²⁸ In Carter and Wanzel's article, they related to a study by Priken Cooper which supported this research by providing a basis that a decrease in recreation in schools was proportional to the resulting absenteeism.²⁹

While leisure time has grown steadily over the years, our ability to use that time wisely has become more important. John Neulinger stated, "While leisure, then, is recognized as a growing problem, this recognition is paralleled by the realization of its tremendous potential positive aspects."³⁰

Studies have indeed found positive correlations between industrial recreation objectives and recreation programs. Stanley Parker sited a study where it was found that when play was encouraged on the job, the employee became more committed to his job, more energetic in his leisure, and a more effective contributor to society in his political activity and ideology.³¹ The National Aeronautics and Space Admini-

stration conducted a six month exercise study of forty top businessmen and concluded that these employees were able to maintain higher rates of productivity during this period of exercising.³² In a study performed by Finney and cited by Welton and Klein, different types of recreation activity participated in were found to have various effects on productivity while recreation participation in general seemed to produce a more consistent level of production.³³ Welton mentioned one of the earliest studies on recreation and productivity by Cathcart, where male workers were studied from a psychological and physiological standpoint. The findings concluded that pleasurable recreation activities did show a positive correlation to productivity.³⁴

The literature in this section is valuable in that it contributes to a clearer understanding of industrial recreation and the trends and attitudes associated with it. The review of studies should provide a broader view of the industrial recreation field and the goals it hopes to, and often does, accomplish.

Notes

Chapter 2

¹Jay B. Nash, Recreation Pertinent Readings (Dubuque, Iowa: Wm. C. Brown Co. Publishers, 1965), pp. 20-22.

²Ibid., p. 20.

³Ibid., p. 21.

⁴Ibid., p. 22.

⁵William E. Wolf, "Industry and Education," Recreation Management (Chicago, Ill: NIRA, March 1972), pp. 10-11.

⁶Reginald Carter and Robert Wanzel, "Measuring Recreation's Effect on Productivity," Recreation Management (Chicago, Ill: NIRA, August 1975), pp. 46-47.

⁷Wilson, Wanzel, Gillespie, and Roberts, "An Introduction to Industrial Recreation," Recreation Management (Chicago, Ill: NIRA, December-January 1980), pp. 5-11.

⁸Michael Whitlock, William B. DeCarlo, and David Groves, "Information to Help Justify Programs," Recreation Management (Chicago, Ill: NIRA, May-June 1978), pp. 16-18.

⁹Stanley Parker, The Sociology of Leisure (New York: The International Publications Service, 1976), p. 74.

¹⁰John Neulinger, The Psychology of Leisure (Springfield, Ill: Charles C. Thomas Publisher, 1974), p. 149.

¹¹Nash, Recreation Pertinent, p. 258.

¹²Ibid., p. 264.

¹³Ibid., p. 258.

¹⁴Parker, The Sociology, p. 126.

¹⁵Whitlock, "Information to," pp. 16-18.

¹⁶Edward L. Perkins, "Research on Leisure Activities and Travel," Recreation Management (Chicago, Ill: NIRA, September 1972), p. 34.

¹⁷Charles M. Christiansen, "Management and Finance Techniques," Parks and Recreation (Arlington, Virginia: NRPA, February 1980), p. 32.

- ¹⁸Nash, Recreation Pertinent, p. 91.
- ¹⁹George Welton, and Larry Klein, "Why Arn't More Businesses Involved in Employee Recreation," Recreation Management (Chicago, Ill: NIRA, February 1979), pp. 22-26.
- ²⁰Carter, "Measuring Recreation's," pp. 46-47.
- ²¹Welton, "Why Arn't," p. 32.
- ²²Christiansen, "Management and," pp. 32-37.
- ²³Parker, The Sociology, p. 4.
- ²⁴Kenneth Allen, "Volunteers From the Workplace," Recreation Management (Chicago, Ill: NIRA, October 1979), pp. 10-14.
- ²⁵Welton, "Why Arn't," p. 23.
- ²⁶Morton Thompson, "Demonstration Projects and Action Research," Recreation Research (Washington, DC: Department of the National Education Association, 1966), p. 207.
- ²⁷Carter, "Measuring Recreation's," p. 45.
- ²⁸Ibid., p. 46.
- ²⁹Ibid., p. 46.
- ³⁰Neulinger, The Psychology, p. 145.
- ³¹Parker, The Sociology, p. 75.
- ³²Carter, "Measuring Recreation's," pp. 46-47.
- ³³Welton, "Why Arn't," p. 46.
- ³⁴Ibid., p. 22.

Chapter 3

Procedures

In conducting this study the procedures were as follows:

1) A mail out survey was decided upon as the most efficient means of conducting this study and providing a sampling of companies at a minimum expense. The basic objectives of the study were:

- a) to determine recreational opportunities presently offered to employees
- b) to ascertain the extent of recreational programming
- c) to establish the number of employees utilized as recreational personnel
- d) to determine the number of employees the company intends to utilize as recreational personnel in the future
- e) to determine the facilities and land area made available for employee use
- f) to ascertain future plans for facilities and land
- g) to determine future company plans for recreational programs

Questions one and two at the bottom were added to the survey as a matter of interest and to give insight into company attitudes toward objectives of employee recreation.

2) The survey was designed to entail a very short testing

time in order to ensure greater response. The general objectives were incorporated into the questionnaire along with the areas of interest.

- 3) Dr. Eugene Harryman's help was enlisted to help further perfect the questionnaire. After several conferences with him, a questionnaire was approved by the thesis committee and sent to the jury of experts for suggested improvements. (see Appendix A for the questionnaire sent to the jury of experts)
- 4) A jury of experts was selected from officers of the National Industrial Recreation Association. The jury of experts were used in order to ensure that the questionnaire accurately measured personnel managers' opinions of company attitudes toward industrial recreation. (see Appendix D for the cover letter sent to the jury of experts, and Appendix C for a list of the jury of experts)
- 5) A follow-up letter was sent to those jury members who did not respond to the original request. (see Appendix G) Several weeks were allowed for all questionnaires to be returned and a final total of nine out of twelve NIRA members cooperated by evaluating the questionnaire.
- 6) The suggestions and comments made by the jury of experts were incorporated into the final survey instrument which appears in Appendix B.
- 7) Realizing that attitudes toward recreation programs are likely to vary from area to area, the state of North Carolina was selected as a means of limiting the study. Since the investigator's home state is North Carolina,

it was felt that an in depth knowledge of the state could be beneficial.

- 8) The Department of Commerce in Raleigh, North Carolina, was contacted in attempt to procure a list of industries in North Carolina. A list of the one hundred largest manufacturing establishments in North Carolina was finally obtained from Mr. Harold Moses of the Chief Consulting Services Section, Division of Parks and Recreation of the North Carolina Department of Natural Resources and Community Development. (see Appendix L)
- 9) Bill DeCarlo, Chairman of the National Industrial Research Foundation, and Roy L. McClure, Treasurer of the National Industrial Research Foundation, were contacted in hopes of obtaining a sponsor for the study. After a proposal was submitted and approved, funding for the postal expenditures of the study was obtained. (see Appendix E, F, H, and K for correspondence)
- 10) Correspondence containing the questionnaire, a cover letter on letterhead stationery, and a self-addressed, stamped envelope was distributed to the one hundred largest manufacturing firms in North Carolina by way of United States mail. Extensive efforts were made to make the mail out as successful as possible by using letterhead stationery for the cover letter, having the original letter signed by both the investigator and the committee head, and by emphasizing the importance and usefulness of the study to the company participating in the study.

- 11) An A-B-Dick printing machine was used to provide neatness and authenticity in duplication. All questionnaires were coded with a number in the top right hand corner in order to identify those companies who required a follow-up letter. Explanation of the numbering was included in the cover letter along with assurance of confidentiality in order to offset any hesitation of company officials to participate in the study. (see Appendix I) Follow-up letters were sent to those companies who did not respond to the first request. After a period of four weeks, fifty-six questionnaires were returned. No letters were returned for insufficient or incorrect addresses. Therefore, it is assumed that all letters were delivered. (see Appendix J for the follow-up letter)
- 12) Each questionnaire was numbered and systematically tabulated one at a time on a self-designed tally sheet. All tabulations were double-checked in order to prevent inaccurate statistical data.
- 13) The data were analyzed by means of frequency distributions, means, and/or percentages depending upon the method appropriate for each question. Each question was presented in the form of a table with explanations.
- 14) The findings were based upon the data from the study. Conclusions were drawn according to the findings, and recommendations were suggested as a result of the conclusions drawn.

Chapter 4

Analysis of Data

The initial mail out of questionnaires to the selected companies resulted in fifty-two responses. After a follow-up letter and only four additional responses were received, the investigator allowed an additional two weeks during which no more questionnaires were received. After this time data were collected and tabulated. Each question was analyzed by percentages or averages, depending upon which was appropriate for the individual question. Percentages were tabulated according to the number of respondents who answered each individual question, not according to the total number of managers who responded to the questionnaire. All statistics were double-checked in order to assure dependable data. The percentages and averages were then used to assess company attitudes and growth trends of industrial recreation.

Section I (Questions one through three)

Question one: What type of recreation/leisure opportunities do you offer to your employees?

Of the fifty-six respondents, fifty-four responded to this question. Of the fifty-four industries that responded, all but one company offered at least one type of recreational/leisure opportunity.

Table 1

Recreational/Leisure Opportunities

Opportunity	Number of Respondents	Percentage of Total
Athletic Opportunities	49	90.7
Social Get-togethers	31	57.4
Picnics and Outings	36	66.6
Motion Picture Shorts	7	12.9
Discount Programs	36	66.6
Fitness Programs	9	16.6
Family Events	28	51.8
Other	4	.01

Question Two: In an average calender year, approximately how many days would you offer one or more recreational activities for your employees?

Of the fifty-six respondents, fourty-eight responded to this question. The percentage of days recreational activities were offered varied greatly from company to company. (see Table 2 on the following page).

TABLE 2

Days

Days	Number of Respondents	Percentage of Total
0-24	13	27.1
25-100	13	27.1
101-200	9	18.7
201-365	14	29.2

Question Three: On a yearly basis, what percent of your employees would you estimate participate in at least one company sponsored recreational activity a year? Is this figure within five to ten percent?

Out of those whose estimate was within five to ten percent, an average estimate of 46.3 percent of employees were found to participate in company sponsored programs. (see Table 3 on following page).

TABLE 3

Recreational Participants
Within 5-10%

Number of Responses	Total Percentages of Participants	Percentage of Total
40	1850	46.3

The above table signifies those estimates within five to ten percent only. (see Table 4 for estimates varying more than five to ten percent).

TABLE 4

Recreational Participants
Varies More Than 5-10%

Number of Responses	Total Percentages of Participants	Percentage of Total
3	42	14.0

Of the three respondents whose figures varied more than ten percent, an average estimate of 14.0 percent of employees were found to participate in company sponsored programs. (see Table 5 for the total percentage of all estimates).

TABLE 5

Recreational Participants

Total Number of Responses	Total Percentages of Participants	Percentage of Total
43	1892	44.0

Calculating all responses to this question, an average estimate of 44.0 percent of employees were found to participate in company sponsored programs.

Section II (Questions four through five)

Question four: How many employees do you utilize as recreational personnel?

Several respondents checked this answer instead of listing a number. The number of respondents who checked this answer are listed in Table 6 but are not computed into the average number of recreational personnel hired per/company. (see Table 6 on the following page).

TABLE 6

Recreational Personnel

	Full Time	Part Time	Volunteers
Number of Respondents Answering With a Number	47	49	35
Total Number of Recreational Personnel	14	102	551
Number of Respondents Answering With a Check	3	1	13
Average Number of Recreation Personnel Per Company	0.30	2.08	15.7

The average number of full time recreational personnel per company came to 0.30. More companies were found to utilize part time leadership, averaging 2.08 per company, and even more utilized volunteers, averaging 15.7 per company.

Question Five: How many employees do you intend to utilize as recreational personnel in the next five years?

The answers in question five were very similar to those in question four, with full time leadership averaging a low of 0.37, part time averaging 2.32, and volunteers averaging a high of 32.5. (see Table 7 on the following page).

TABLE 7

Recreational Personnel

	Full Time	Part Time	Volunteers
Number of Respondents Answering With a Number	46	47	33
Total Number of Recreational Personnel	17	109	1073
Number of Respondents Answering With a Check	2	1	11
Average Number of Recreation Personnel Per Company	0.37	2.32	32.5

The following table shows how the responses to question number four compare to the responses to question number five. There is a very slight increase in full and part time recreational personnel expected to be hired in the future, while there is a dramatic increase in the number of volunteers expected to be used in the next five years.

TABLE 8

Comparison of Present and Future

	Full Time	Part Time	Volunteers
Question 4 (Present)	0.30	2.08	15.7
Question 5 (Future)	0.37	2.32	32.5

The figures in the above table reflect the average number of recreational personnel employed or to be employed as indicated by the respondents.

Section III (Questions six through nine)

Question six: Do you provide any of the following facilities for your employees?

Of the forty-nine companies who responded to this question, approximately half (51%) did offer facilities, while the other half (49%) did not. (see Table 9 on the following page). Those who answered yes were instructed to answer only part B of this question while those who answered no were instructed to answer only part A of this question.

TABLE 9

Facilities

Response	Number of Responses	Percentage of Total
Yes	25	51.0
No	24	49.0
	<u>49</u>	<u>100</u>

Part A: Circle 1 if your facilities are private, 2 if public, and 3 if leased.

The majority of facilities made available to employees were found to be private. A few facilities were public, and even fewer were leased. Over half of the companies provided softball fields, close to half provided picnic areas, but only a minority offered any other recreational facilities. (see Table 10 on the following page).

TABLE 10

Facilities Provided

Recreational Facility	Private	Public	Leased	Number of Responses	Percentage of Total
Softball Fields	15	10	1	26	53.1
Picnic Area	16	5	1	22	44.9
Boating Facilities	2	3	1	6	12.2
Shooting Range	4	1	1	6	12.2
Golf Course	4	10	0	14	28.6
Jogging Trails	4	0	0	4	8.2
Recreational Buildings	9	5	0	14	28.6
Swimming Area	4	2	1	7	14.3
Playground	7	1	0	8	16.3
Other	3	1	0	4	8.2
	<u>68</u>	<u>38</u>	<u>5</u>		

Part B: Do you have any plans of providing any of these facilities within the next five years?

Most companies who did not provide facilities had no intention of doing so in the near future. (see Table 11 on the following page).

TABLE 11

Future Trend

Response	Number of Responses	Percentage of Total
Yes	2	9.1
No	20	90.9
	<u>22</u>	<u>100</u>

Question seven: Does your company have any land for recreational use?

The majority of companies reported having no land for recreational use. (see Table 12 below). Those who answered no to this question were instructed to skip to question number 10.

TABLE 12

Land

Response	Number of Responses	Percentage of Total
Yes	20	37.0
No	<u>34</u>	<u>63.0</u>
	54	100

Question eight: What are your future company plans for the land now being used for recreational purposes?

Out of the twenty companies who responded with yes to question number seven, the majority replied, out of multiple choice answers, that they intended for this land to remain for recreational use. (see Table 13 below).

TABLE 13

Future Plans

Choices	Number of Responses	Percentage of Total
Choice A (Remain)	17	89.5
Choice B (Some Remain)	1	5.3
Choice C (Change)	$\frac{1}{19}$	$\frac{5.3}{100.1}$

Question nine: If possible, would you please approximate the fair market value of the land and facilities currently used for recreational purposes?

Only five companies responded to this question. All who responded stated that the figure given was within five to ten percent. (see Table 14 on the following page).

Table 14

Value of Land and Facilities

Accuracy	Number of Responses	Average Value Per Company
Within 5-10%	5	\$362,000.
Varies More Than 5-10%	0	
	$\frac{0}{5}$	

Section IV (Question ten)

Question ten: In the future, do you intend to:

- a. develop a recreation program
- b. continue your present program
- c. expand your present program
- d. have no recreational program
- e. make other arrangements

Of the fifty-four companies who responded to this question, a large number stated they intend to continue their present program, and a large number also stated they intend to expand their present program. (see Table 15 on the following page).

TABLE 15

Future of Programs

Choices	Number of Responses	Percentage of Total
Choice A	2	3.7
Choice B	25	46.3
Choice C	24	44.4
Choice D	2	3.7
Choice E	$\frac{1}{54}$	$\frac{1.9}{100}$

Section V (Questions of Interest, one and two)

Question one: Which of the following does your company perceive as objectives for employee recreation programs?

A list of the choices may be found in Appendix B. The majority of employees felt that industrial recreation improves communication between employees and employers, makes employees feel appreciated and cared for, and gives a company a reputation of being a good place to work. The remaining objectives elicited a generally negative response. (see Table 16 on the following page).

TABLE 16

Objectives

Choices	Number of Responses	Percentage of Total
Choice A	26	56.5
Choice B	38	82.6
Choice C	15	32.6
Choice D	6	13.0
Choice E	29	63.0
Choice F	11	23.9
Choice G	21	45.6
Choice H	14	30.4

Forty-six companies responded to this question. More than one answer was possible for each company; thus, the percentages should not add up to one hundred.

Question two: What year was your recreational program initiated?

Out of thirty-three companies, the average year that an industrial recreation program was initiated was 1958, approximately twenty-two years ago. (see Table 17 on the following page).

TABLE 17

Year

Number of Responses	Average Year
33	1958

Chapter 5

Findings, Conclusions, and Recommendations

A. Findings

Question one:

Out of the fifty-four companies who responded to question number one, all offered at least one recreational opportunity. The two managers who returned a questionnaire but did not answer question number one did not answer any of the questions on the questionnaire due to company regulations. The opportunities offered in order of most often to least often offered are:

- 1) athletic activities (90.7%)
- 2) picnics and outings (66.6%)
- 3) discount programs (66.6%)
- 4) social get-togethers (57.4%)
- 5) family events (51.8%)
- 6) fitness programs (16.7%)
- 7) motion picture shorts (12.9%)
- 8) other (7.4%)

Almost all of the companies offered athletic activities while a large majority offered both picnics and outings and discount programs. More than half offered social get-togethers and family events, while a very low percentage of industries were found to offer fitness programs and motion picture shorts.

Only four respondents offered other as an answer.

Question two:

The number of days recreational opportunities were found to be offered to employees varied considerably from company to company. Although the majority of responses in any one category indicate most companies (29.2%) offer activities 201-365 days per year, 27.1% offer activities 0-24 days per year, and 27.1% offer activities 25-100 days per year. A low of 18.7 % were found to offer activities 101-200 days per year. Overall, most employers (54.2%) offered recreation 0-100 days per year, while slightly fewer (47.9%) offer recreation 101-365 days per year. In reality, the number of days recreational opportunities were offered are fairly widespread between companies.

Question three:

Of those respondents who stated their figures were within five to ten percent, the average percent of employees participating in recreational activities was almost half (46.3%). Those who were not sure if their figures were accurate felt that 14.0% of their employers participated in programs. The total average percentage of employees participating in recreation events per company came to 44.0%.

Question four:

Very few companies utilize a full time recreation director for their recreation program. However, an average of 2.32 recreation personnel per company were employed part time.

An even larger number, an average of 15.7 volunteers per company, were utilized as unpaid recreational personnel.

Question five:

Question five dealt with the number of employees a company intended to utilize as recreation personnel in the near future. A slight increase in the use of recreation personnel was seen in comparison of question number four and question number five. Full time directors were expected to be used on the average of 0.37 per company. Part time recreation personnel increased slightly to 2.32 per company, and the expected future use of volunteers almost doubled to 32.5 per company.

Question six:

Almost half (24) of the industries studied provided no recreational facilities for their employees. At the same time, about half (25) of the companies studied were found to offer at least one recreational facility. When asked if these facilities were public, private, or leased, it was established that the majority of facilities were private, about half as many were public, and very few were leased. Those who answered they provided no facilities were asked if they had any intentions of offering any in the next five years. The majority of these companies who did not presently provide facilities had no intention of doing so. Only two out of twenty two expressed an interest in providing facilities in

the near future.

Question seven:

The majority of companies (63.0%) did not have land available for recreational use. The thirty-seven percent who did were instructed to answer the next question as well. Those who did not have land for recreational purposes were directed to skip to question number nine.

Question eight:

When asked about future plans for land presently being used for recreation, most companies indicated that the majority of recreational lands will remain in use for recreational purposes. A very few (5.3%) stated that some of their land presently being utilized for recreational purposes will be converted for other purposes, and the same number (5.3%) stated that most of their lands now being used for recreation will be transformed for purposes other than recreational.

Question nine:

When asked to approximate the fair market value of their land, only five companies replied. From the figures shared by these companies, the average value of recreational land and facilities presently being used for recreational purposes amounted to \$362,000.00 per company.

Question ten:

When questioned concerning future plans for recreational programs, almost half (47.2%) answered that they intend to continue their present program, and almost half (45.3%) replied that they intend to expand their program, both of which are positive responses. Very few replied that they intended to develop a recreational program or continue with no recreational program. Only 3.8% of the companies answered with each of the above responses.

Interest Question one:

Concerning the special interest question, employee recreation objectives were perceived as following from most favorable to least favorable:

- 1) improves communication between employees and employers (82.6%)
- 2) makes employees feel appreciated and cared for (63.0%)
- 3) gives a company a reputation of being a good place to work (56.5%)
- 4) draws increased support from the family (45.6%)
- 5) relieves job monotony (32.6%)
- 6) increase productivity (30.4%)
- 7) identifies leadership (23.9%)
- 8) cuts high rates of absenteeism (13.0%)

As indicated by the listing, the majority of companies feel that industrial recreation improves communication, makes employees feel appreciated and cared for, and gives a company the reputation of being a good place to work. The remaining objectives were not perceived favorably by the majority of industries.

Interest Question two:

When personnel managers were asked when their recreational program was initiated, thirty-three companies responded. From the dates provided by the companies, the average year for beginning an industrial program was calculated as 1958. Of those responding, the earliest a recreation program was started was 1901 while the latest was 1978.

B. Conclusions

This study attempted to assess personnel managers' attitudes towards industrial recreation in hopes of revealing patterns in present and future trends of employee recreation. This study indicates that most companies do show a positive attitude toward industrial recreation, and there is reason to expect some growth in the field of employee recreation in the near future. Results of this study also suggest that companies are interested in exploring the use of industrial recreation through such means as using more volunteers, using more part time help, and increasing programming. However, they are not willing to invest large amounts of money in programming through the use of recreational directors or increased facilities.

The following conclusions are suggested by the data:

- 1) One hundred percent of the companies participating in this study offer at least one recreational opportunity. It should be kept in mind that this may include anything from an annual Christmas party to a million dollar funded recreational program. Overall, most companies showed a positive attitude toward offering recreational activities.
- 2) There is no apparent trend in the number of days a year companies offer employee recreation programs. This answer varied widely from company to company.
- 3) Since nearly half of the employees were said to participate in activities when they were offered, there appears to

be employee demand for recreational opportunities.

4) Very few companies employ full time recreation directors, and very few companies indicated they intend to hire anyone full time in the near future. However, it was indicated that companies utilize an average of 2.08 part time recreational personnel per company. They intend to increase this number to an average of 2.1 part time recreational personnel per company in the near future. As a result of this study, it may be concluded that growth in the area of hiring is foreseeable. It must be kept in mind, however, as indicated on several of the questionnaires, recreational organizing and administrating is often given to the personnel manager as an added responsibility.

5) Almost as many industries offer recreational facilities as those who do not. However, the majority of those who do not offer recreational facilities do not intend to do so in the near future, thus indicating very little positive growth in the area of construction of recreational facilities.

6) Less than half (37%) of the companies have land available to their employers for recreational use. Of those who did, the vast majority intend to continue using it for recreational purposes, thus indicating satisfaction with the present use of the land.

7) Some expansion of industrial recreation can be expected in the near future as almost half of the companies (44.4%) intend to expand their present program.

8) Overall, companies tend to have a negative attitude to-

ward objectives of industrial recreation. Out of the three objectives given a positive rating, the greatest objective of employee recreation realized by industries is improved communication between employees and employers. Eighty-two percent of the companies indicated having a positive attitude toward this objective. The other objectives that were rated as important by at least fifty percent of the companies were making employees feel appreciated and cared for and giving a company the reputation of being a good place to work. Rated lowest on the list were the ability of industrial recreation to cut high rates of absenteeism and the ability to identify leadership. Five of the eight areas were rated as objectives by less than fifty percent of the respondents.

9) The average year companies were found to have initiated their recreation programs was 1958.

C. Recommendations

This study was developed in order to assess attitudes and reflect present and future trends. Recommendations were made in lieu of industry keeping up with trends set by other companies. As a result of this study, the following recommendations were suggested:

- 1) Since the large majority of companies offer employee recreation programs, industries without programs should consider offering recreational opportunities to their employees.
- 2) Industries should make an effort to involve approximately fifty percent of its employees in recreational activities.
- 3) Since most companies have or intend to have approximately two part time recreational personnel, it is advisable for employers to hire recreational personnel to administer the programs successfully. It is the investigator's opinion that one full time recreational director may be more beneficial than two part time employees.
- 4) Volunteer help is highly recruited by companies and should be encouraged whenever possible.
- 5) Only half of the companies provided recreational facilities, and the other half who didn't provide any have little intention of providing them. Therefore, recreational facilities, as listed in question six of the questionnaire, are recommended as optional improvements but would be a welcome addition to any recreational program.
- 6) In order to maintain competitiveness in the area of industrial recreation, some degree of expansion is recommended.

As indicated by many companies, volunteers are often encouraged and large monetary investments are not always necessary for the expansion of a program.

7) Company officials and recreation personnel need to reach a greater awareness of the potential of their programs through a set of goals or objectives of industrial recreation.

8) If a company has not yet initiated an employee recreation program, it is advisable to do so in order to remain competitive with those companies who have had programs for an average of twenty-two years.

9) Further studies concerning present and future trends of industrial recreation are advisable. It is recommended that a study be conducted in a different location, as well as a follow-up of the present study in the same area. For the follow-up study, the same companies in North Carolina should be assessed to see if the changes they intended to make were actually made and to discern if there remains a pattern of growth and a generally positive attitude toward industrial recreation.

APPENDICES

APPENDIX A

QUESTIONNAIRE

DIRECTIONS: Please answer the following questions and return in the enclosed stamped envelope. Please answer the questions as they reflect the attitude of your company and not as they reflect your own personal attitude.

1. What type of recreation/leisure opportunities do you offer to your employees?

- | | |
|--|--|
| <input type="checkbox"/> a. athletic activities | <input type="checkbox"/> e. fitness programs |
| <input type="checkbox"/> b. social get-togethers | <input type="checkbox"/> f. family events |
| <input type="checkbox"/> c. picnics and outings | <input type="checkbox"/> g. other (please specify) |
| <input type="checkbox"/> d. motion picture shows | _____ |

2. In an average calender year approximately how many days would you offer one or more recreational activities for your employees?

- | | |
|---|--|
| <input type="checkbox"/> a. 0 - 24 days | <input type="checkbox"/> c. 101 - 200 days |
| <input type="checkbox"/> b. 25 - 100 days | <input type="checkbox"/> d. 201 - 360 days |

3. On a yearly basis how many employees would you estimate participate in at least one company sponsored recreational activity a year?

4. How many employees do you hire full or part time as recreational personnel?

- | | |
|------------------------------------|------------------------------------|
| <input type="checkbox"/> full time | <input type="checkbox"/> part time |
|------------------------------------|------------------------------------|

5. How many employees do you intend to hire full or part time as recreational personnel in the near future?

- | | |
|------------------------------------|------------------------------------|
| <input type="checkbox"/> full time | <input type="checkbox"/> part time |
|------------------------------------|------------------------------------|

6. Which of the following facilities do you provide for your employees? Circle 1. if your facilities are private, 2. if public, and 3. if leased.

- | | |
|--------------------------|----------------------------------|
| 1. 2. 3. softball fields | 1. 2. 3. jogging trails |
| 1. 2. 3. picnic area | 1. 2. 3. recreational buildings |
| 1. 2. 3. boating | 1. 2. 3. swimming area |
| 1. 2. 3. shooting | 1. 2. 3. playground for children |
| 1. 2. 3. golf course | 1. 2. 3. other (please specify) |

7. What are your future company plans for the land now being used for recreational purposes?

- | |
|---|
| <input type="checkbox"/> a. remain for recreational use |
| <input type="checkbox"/> b. some will remain for recreational use and some will be converted for other purposes |
| <input type="checkbox"/> c. most will be utilized for purposes other than recreational |

8. If possible would you please approximate the fair market value of the land and facilities currently used for recreational purposes.

9. In the future, do you intend to:
- | | |
|---|---|
| <input type="checkbox"/> a. develop a recreational program? | <input type="checkbox"/> d. have no recreational program? |
| <input type="checkbox"/> b. continue your present program? | <input type="checkbox"/> e. make other arrangements? (please specify) |
| <input type="checkbox"/> c. expand your present program? | |

APPENDIX B

SURVEY OF INDUSTRIAL RECREATION

DIRECTIONS: Please answer the following questions and return in the enclosed stamped envelope. Please answer the questions as they reflect the attitude of your company and not as they reflect your own personal attitude.

1. What type of recreation/leisure opportunities do you offer to your employees?

- | | |
|---|--|
| <input type="checkbox"/> a. athletic activities | <input type="checkbox"/> f. fitness programs |
| <input type="checkbox"/> b. social get-togethers | <input type="checkbox"/> g. family events |
| <input type="checkbox"/> c. picnics and outings | <input type="checkbox"/> h. other (please specify) |
| <input type="checkbox"/> d. motion picture shorts | _____ |
| <input type="checkbox"/> e. discount programs | _____ |

If you offer no recreational opportunities skip to number 5.

2. In an average calendar year approximately how many days would you offer one or more recreational activities for your employees?

- | | |
|---|--|
| <input type="checkbox"/> a. 0-24 days | <input type="checkbox"/> c. 101-200 days |
| <input type="checkbox"/> b. 25-100 days | <input type="checkbox"/> d. 201-365 days |

3. On a yearly basis what percent of your employees would you estimate participate in at least one company sponsored recreational activity a year?

- A. Is this estimate within 5-10 percent? Yes No
- B. Does your estimate vary more than 10 percent? Yes No

4. How many employees do you utilize as recreational personnel?

- full time (paid) part time (paid) volunteers

5. How many employees do you intend to utilize as recreational personnel in the next five years?

- full time (paid) part time (paid) volunteers

6. Do you provide any of the following facilities for your employees? Yes No If yes, answer A only. If no, answer B only.

- A. Circle 1 if your facilities are private, 2 if public, and 3 if leased.

- | | | | | | | | |
|---|---|---|--------------------|---|---|---|-------------------------|
| 1 | 2 | 3 | softball fields | 1 | 2 | 3 | recreational buildings |
| 1 | 2 | 3 | picnic area | 1 | 2 | 3 | swimming area |
| 1 | 2 | 3 | boating facilities | 1 | 2 | 3 | playground for children |
| 1 | 2 | 3 | shooting range | 1 | 2 | 3 | other (please specify) |
| 1 | 2 | 3 | golf course | | | | |
| 1 | 2 | 3 | jogging trails | | | | |
-

B. Do you have any plans of providing any of these facilities within the next five years? Yes No

7. Does your company have any land for recreational use?
 Yes No If no, skip to number 10.

8. What are your future company plans for the land now being used for recreational purposes?

- a. remain for recreational use
 b. some will remain for recreational use and some will be converted for other purposes
 c. most will be utilized for purposes other than recreational

9. If possible would you please approximate the fair market value of the land and facilities currently used for recreational purposes?

Is the figure given within 5-10%? Yes No

10. In the future, do you intend to:

- a. develop a recreational program
 b. continue your present program
 c. expand your present program
 d. have no recreational program
 e. make other arrangements (please specify)
-

The following portion of this questionnaire is optional and will only be tabulated as a matter of interest.

1. Which of the following does your company perceive as objectives for employee recreation programs?

- a. gives a company a reputation of being a good place to work at
 b. improves communication between employees and employers
 c. relieves job monotony
 d. cuts high rates of absenteeism
 e. makes employees feel appreciated and cared for
 f. identifies leadership
 g. draws increased support from the family
 h. increases productivity due to positive worker attitudes

2. What year was your recreational program initiated? _____

APPENDIX C

JURY OF EXPERTS

The following NIRA officers served on the jury of experts for this study:

- a. Mr. Al C. Ward
NIRA President Elect
Owens-Corning Fiberglas Corporation
Toledo, Ohio 43659
- b. Mr. Arthur L. Conrad
NIRA Vice President of Public Relations
Flick-Reedy Corporation
7N015 York Rd.
Bensenville, Ill 60106
- c. Mr. Steve W. Edgerton
Vice President of Tournaments and Services
Xerox Corporation
99 Catalpa Rd.
Rochester, NY 14617
- d. Mr. Edward C. Hilbert
Vice President of Research and Education
Battelle Memorial Institute
505 King Ave.
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- e. Mr. Richard M. Brown
Immediate Past President of NIRA
Texas Instruments, Inc.
PO Box 225474 Mail Station 324
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- f. Mr. Roy L. McClure
Treasurer
Lockheed-Georgia Company
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- g. Ms. Alice R. Bucca
Region 1 - Senior Director
Digital Equipment Corporation
129 Parker St.
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- h. Mr. Melvin C. Byers
NIRA Consultant
2571 Inwood Dr.
Toledo, OH 43606

- i. Mr. William B. DeCarlo
NIRREF Chairman
Xerox Corporation
Rochester, NY 14644

APPENDIX D



WESTERN KENTUCKY UNIVERSITY

BOWLING GREEN, KENTUCKY 42101

Department of Physical Education
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June 9, 1980

Dear

I am a graduate student in the recreation curriculum at Western Kentucky University and am conducting a case study of selected personnel managers for company attitudes toward industrial recreation in North Carolina. The purpose of the study is to assess selected industrial personnel managers for company attitudes toward the need for industrial recreation out of the one hundred largest manufacturing companies in North Carolina.

I would like to enlist your help by asking you to serve on the jury of experts to help validate my survey instrument. Due to your position with the National Industrial Association and your experience with industrial recreation, I have chosen you to serve on my jury for my thesis study.

Please look over the following one page questionnaire and feel free to comment on any good or bad points, add questions of your own, or delete poor questions. It is imperative that these questions accurately measure company attitudes toward industrial recreation.

I am attempting to complete my study in the near future so your prompt response would be most appreciated. Simply enclose the questionnaire along with your comment sheet in the enclosed, stamped envelope. Your time and cooperation in working with me on this questionnaire is most appreciated.

Sincerely,

Cynthia Bailey Dean

APPENDIX E

XEROX

June 27, 1980

Cynthia Bailey Dean
Apt. 104 Central Hall
Western Kentucky University
Bowling Green, KY 42101

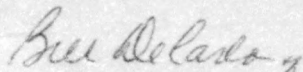
Dear Cynthia,

Thank you for your letter dated June 17th. Please be advised that Roy McClure (see jury list under Treasurer) is the new Chairman of the National Industrial Recreation Research & Education Foundation. Rest assured that he will follow through with support for postage.

Your study looks worthwhile, but your time frame is a bit tight! The recommended names you asked for are checked off.

Good luck!

Cordially,



William B. DeCarlo
Manager, Recreation & Fitness Services
XEROX RECREATION ASSOCIATION, INC.

WBD/tf

APPENDIX F

Director's Apt. McLean Hall
Western Kentucky University
Bowling Green, KY 42101
June 17, 1980

Mr. William B. DeCarlo
Xerox Corporation
Rochester, New York 14644

Dear Mr. DeCarlo,

Thank you so much for your help with my thesis work. I trust you received the letter concerning the addresses for my jury of experts and I look forward to receiving them soon.

Enclosed is my proposal for my thesis study. It has been approved by my thesis chairman, and the thesis committee. I appreciate very much your offer to help fund the postal expenses concerned with this study. I hope that you find this study to be an asset to the National Industrial Recreation Research Foundation.

Your help with this matter is most appreciated. Thank you again for your time and consideration.

Sincerely,

Cynthia Bailey Dean

APPENDIX G

Apt. 104 Central Hall
Western Kentucky University
Bowling Green, KY 42101
August 1, 1980

Dear

I am writing you again concerning the validation of my survey instrument studying selected personnel managers for company attitudes toward industrial recreation in North Carolina. I would like to enlist your help by asking you to serve on the jury of experts to help validate my questionnaire.

Please look over the following one page questionnaire and feel free to comment on any good or bad points, add questions of your own, or delete poor questions. It is imperative that these questions accurately measure company attitudes toward industrial recreation.

So far nine of the twelve jury members have responded. I am hoping for a complete response. If you have already responded to the previous questionnaire, please ignore this letter. Thank you for your time and cooperation.

Sincerely,

Cynthia Bailey Dean

APPENDIX H

Apt. 104 Central Hall
Western Kentucky University
Bowling Green, KY 42101
August 2, 1980

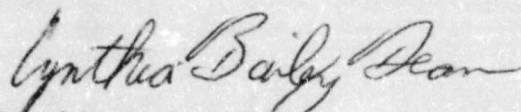
William B. DeCarlo
Xerox Corporation
Rochester, NY 14644

Dear Mr. DeCarlo,

Thank you so much for the recommended jury names and addresses for my study. I found them most helpful. I would also like to ask you to serve on my jury of experts and will enclose a questionnaire for you to evaluate.

I hope that you will forward my proposal on to Roy McClure and I will write him concerning the postal expenses as well. Again, thank you for all your help. I will be looking forward to your response concerning the questionnaire.

Sincerely,


Cynthia Bailey Dean

APPENDIX I



Department of Physical Education
and Recreation

WESTERN KENTUCKY UNIVERSITY

BOWLING GREEN, KENTUCKY 42101

Director's Apt. McLean Hall
Western Kentucky University
Bowling Green, KY 42101
September 5, 1980

Dear Sir:

Your company has been selected as one of the one hundred largest manufacturing establishments in North Carolina to participate in a case study involving personnel manager's perceptions of company attitudes toward industrial recreation. This study is being sponsored by the National Industrial Recreation Association and is being made in hopes of providing valuable information to businesses concerning present and future trends in industrial recreation.

Please answer the front and back of the enclosed questionnaire and return in the enclosed stamped envelope.

I am attempting to complete my study in the very near future so your prompt response would be most appreciated. I hope the results of this study can aid your company and many others in determining your future plans. If you are interested in obtaining the results of this study please indicate so on the questionnaire.

All information specific to your firm will be held strictly confidential. The questionnaires are numbered only so that those who do not respond can be contacted with a follow-up letter in attempt to obtain a one hundred percent response of the population studied. Thank you for your time and interest.

Sincerely,

A handwritten signature in cursive script that reads "Cynthia Bailey Dean".

Cynthia Bailey Dean
Graduate Student,
Western Kentucky University

A handwritten signature in cursive script that reads "Dr. Alton Little".

Dr. Alton Little
Thesis Supervisor
Recreation and Park Administration
Curriculum

APPENDIX J



Department of Physical Education
and Recreation

WESTERN KENTUCKY UNIVERSITY

BOWLING GREEN, KENTUCKY 42101

Director's Apt. McLean Hall
Western Kentucky University
Bowling Green, KY 42101
October 7, 1980

Dear Sir:

By this time you should have received a questionnaire from me concerning a study your company was selected to participate in involving industrial recreation. I have received a large response from the first mail out but am still attempting to obtain a one hundred percent response of the population studied.

If you have returned the completed questionnaire, let me take this opportunity to express my appreciation for your help in this study. If you have not had time to complete the questionnaire, please do so as soon as possible. I am attempting to compile my results by October 15 and complete my study by November 3, so your prompt response would be most appreciated. It is very important that I have all questionnaires returned, and your help in answering the enclosed questionnaire will be most valuable to my study.

Again, thank you for your time and cooperation.

Sincerely,

Handwritten signature of Cynthia Bailey Dean in cursive.

Cynthia Bailey Dean
Graduate Student
Western Kentucky University

Sincerely,

Handwritten signature of Dr. Alton Little in cursive.

Dr. Alton Little
Thesis Supervisor

APPENDIX K



WESTERN KENTUCKY UNIVERSITY

BOWLING GREEN, KENTUCKY 42101

Department of Physical Education
and RecreationDirector's Apt. McLean Hall
Western Kentucky University
Bowling Green, KY 42101Mr. Roy L. McClure
NIRRF Treasurer
Lockheed-Georgia Company
86 South Cobb Dr.
Marietta, GA 30063

Dear Mr. McClure:

Thank you so much for the fifty dollars toward postage for my study on industrial recreation. I am presently receiving the questionnaire responses through the mail and hope to compile the results as soon as possible. I will be sure and send you the results of the study and again, thank you for the funding.

Sincerely,

Cynthia Bailey Dean

APPENDIX I

NORTH CAROLINA'S
LARGEST MANUFACTURING ESTABLISHMENTS

(Based on March 1979 Employment)

1. BURLINGTON INDUSTRIES, INC.
3330 West Friendly Avenue
Greensboro, N. C. 27410
William A. Klopman,
Ch. Bd., Chief Exec. Officer
Sales: 2388 MM
Product: Textiles & Furniture
2. CANNON MILLS COMPANY
P. O. Box 7
Kannapolis, N. C. 28081
Harold P. Hornaday
Sales: 495 MM
Product: Textiles
3. J. P. STEVENS & COMPANY, INC.
1185 Avenue of the Americas
New York, New York 10036
Whitney Stevens, Pres.
Sales: 1530 MM

*J. P. Stevens & Company, Inc.
P. O. Box 21247
Greensboro, N. C. 27420
Product: Textiles
4. R. J. REYNOLDS INDUSTRIES, INC.
*R. J. Reynolds Tobacco Company
401 North Main Street
Winston-Salem, N. C. 27102
J. Paul Sticht, Pres., Chief
Exec. Officer
Sales: 6363 MM
Product: Cigarettes
5. AMERICAN TELEPHONE & TELEGRAPH CO.
*Western Electric Company, Inc.
195 Broadway
New York, N. Y. 10007
C. L. Brown, Pres.
Sales: 36500 MM

*Western Electric Company
3300 Lexington Road
Winston-Salem, N. C. 27102
Product: Communication Equip.
6. CONE MILLS CORPORATION
120 Maple Street
Greensboro, N. C. 27405
Lewis S. Morris,
Ch. Bd., Chief Exec. Officer
Sales: 656 MM
Product: Textiles
7. INTERNATIONAL BUSINESS MACHINES
CORPORATION
Old Orchard Road
Armonk, New York 10504
Frank T. Cary,
Ch. Bd., Chief Exec. Officer
Sales: 18133 MM

*International Business Machines
Corporation
P. O. Box 12195
Research Triangle Park, N. C.
27709
Product: Computers
8. GENERAL ELECTRIC COMPANY
3135 Easton Turnpike
Fairfield, Conn. 06431
Reginald H. Jones,
Ch. Bd., Chief Exec. Officer
Sales: 17500 MM

*General Electric Company
Spartanburg Highway
Henderson, N. C. 28739
Product: Lighting Fixtures
9. FIELDCREST MILLS, INC.
326 East Stadium Drive
Eden, N. C. 27288
William C. Battle, Pres. &
Chief Exec. Officer
Sales: 417 MM
Product: Textiles
10. E. I. DU PONT DE NEMOURS & CO.
Du Pont Building
Wilmington, Delaware 19898
Irving S. Shapiro,
Ch. Bd., Chief Exec. Officer
Sales: 9400 MM

* Subsidiary Companies

- *E. I. Du Pont de Nemours
P. O. Box 800
Kinston, N. C. 28501
Product: Polyester Fibers
11. HANES CORPORATION
2000 West First Street
Winston-Salem, N. C. 27103
Robert E. Elberson,
Pres. & Chief Exec. Officer
Sales: 414 MM
Product: Hosiery & Apparel
12. BROYHILL FURNITURE INDUSTRIES
Broyhill Park
Lenoir, N. C. 28645
Paul H. Broyhill,
Ch. Bd., Chief Exec. Officer
Sales: 180 MM
Product: Household Furniture
13. COLLINS & AIKMAN CORPORATION
210 Madison Avenue
New York, New York 10016
Donald F. McCullough,
Ch. Bd., Chief Exec. Officer
Sales: 540 MM
- *Collins & Aikman Corporation
Ca-Vel Division
1803 North Main Street
Roxboro, N. C. 27512
Product: Textiles
14. CELANESE CORPORATION
*Fiber Industries, Inc.
P. O. Box 10038
Charlotte, N. C. 28237
John D. Macomber, Pres. &
Chief Executive Officer
Sales: 2320 MM
Product: Man-Made Fibers
15. BLUE BELL, INC.
335 Church Court
Greensboro, N. C. 27401
Lowell K. Mann, Pres. &
Chief Executive Officer
Sales: 873 MM
Product: Apparel
16. ARMSTRONG CORK COMPANY
Liberty & Charlotte Streets
Lancaster, Penn. 17604
James H. Binns,
Ch. Bd., Chief Exec. Officer
Sales: 1089 MM
- *Thomasville Furniture Industries
401 East Main Street
Thomasville, N. C. 27360
Product: Household Furniture
17. DOMINICK INTERNATIONAL
90 Broad Street
New York, N. Y. 10004
- *Drexel - Heritage Furnishings
P. O. Box 579
Hogan Street
Morganton, N. C. 28655
18. THE SINGER COMPANY
30 Rockefeller Plaza
New York, N. Y. 10020
Joseph B. Flavin,
Ch. Bd., Chief Exec. Officer
Sales: 2285 MM
- *Consolidated Furniture Industries
740 South Blvd.
Lenoir, N. C. 28645
Product: Household Furniture
19. WESTINGHOUSE ELECTRIC CORP.
Gateway Center Westinghouse Bldg.
Pittsburgh, Penn. 15222
Robert E. Kirby,
Ch. Bd., Chief Exec. Officer
Sales: 6138 MM
- *Westinghouse Electric Corp.
P. O. Box 9533
Raleigh, N. C. 27611
Product: Electric Meters
20. WEYERHAEUSER COMPANY
2525 South 336th Street
Tacoma, Washington 98401
George H. Weyerhaeuser, Pres.
& Chief Exec. Officer
Sales: 3300 MM

- *Weyerhaeuser Company
P. O. Box 746
Plymouth, N. C. 27962
Product: Pulp & Paper Mill
21. TI-CARO
P. O. Box 699
Gastonia, N. C. 28052
J. H. Martin, Jr., Pres.
& Chief Exec. Officer
Sales: 190 MM
Product: Textiles
22. P. P. G. INDUSTRIES, INC.
One Gateway Center
Pittsburgh, Penn. 15222
- *P. P. G. Industries, Inc.
Route 4
Shelby, N. C. 28150
Product: Fiberglass
23. GULF & WESTERN INDUSTRIES, INC.
*Kayser-Roth Corporation
640 Fifth Avenue
New York, N. Y. 10019
David N. Judelson
Sales: 4100 MM
- *Kayser-Roth Corporation
P. O. Box 820
Burlington, N. C. 27215
Product: Hosiery
24. CHAMPION INTERNATIONAL CORP.
One Landmark Square
Stamford, Conn. 06921
Andrew C. Sigler, Pres. &
Chief Executive Officer
Sales: 3127 MM
- *Champion Paper
169 Main Street
Canton, N. C. 28716
Product: Paper Mill
25. FEDERAL COMPANY
8 N. Third Street
Memphis, Tenn. 38103
Lewis K. McKee, Ch. Bd.,
Pres. & Chief Exec. Officer
Sales: 700 MM
- *Holly Farms Poultry Ind., Inc.
P. O. Box 88
Wilkesboro, N. C. 28697
Product: Poultry
26. NATIONAL SERVICE INDUSTRIES, INC.
1180 Peachtree Street, N.E.
Atlanta, Ga. 30309
Ewrin Zaban, Ch. Bd., Pres.
Sales: 525 MM
- *Block Industries
P. O. Box 420
Wilmington, N. C. 28401
Product: Apparel
27. AMERICAN BRANDS, INC.
245 Park Avenue
New York, N. Y. 10017
Robert K. Heimann,
Ch. Bd., Chief Exec. Officer
Sales: 4616 MM
- *American Tobacco Company
201 West Pettigrew Street
Durham, N. C. 27701
Product: Cigarettes
28. TEXTRON, INC.
40 Westminster Street
Providence, R. I. 02902
Joseph B. Collinson, Ch. Bd.
Sales: 2620 MM
- *Homelite
Little Mountain Road
Gastonia, N. C. 28052
Product: Chain Saws
29. FIRESTONE TIRE & RUBBER CO., INC.
1200 Firestone Parkway
Akron, Ohio 44317
Richard A. Riley,
Ch. Bd., Chief Exec. Officer
Sales: 4427 MM
- *Firestone Tire & Rubber Company
Highway 301 North
Wilson, N. C. 27893
Product: Radial Tires
30. TEXFI INDUSTRIES, INC.
1400 Battleground Avenue
Greensboro, N. C. 27420
Joseph H. Hamilton,
Ch. Bd., Chief Exec. Officer
Sales: 182 MM
Product: Textiles

31. SCM CORPORATION
299 Park Avenue
New York, New York 10017
Paul H. Elicker, Pres.
Sales: 1370 MM
- *Proctor-Silex, Inc.
P. O. Box 511
Mount Airy, N. C. 27030
Product: Small Home Appliances
32. ABBOTT LABORATORIES
Abbott Park
North Chicago, Ill. 60064
Edward J. Ledder,
Ch. Bd., Chief Exec. Officer
Sales: 1245 MM
- *Abbott Laboratories, Inc.
P. O. Box 2324
Rocky Mount, N. C. 27801
Product: Pharmaceuticals
33. GOODYEAR TIRE & RUBBER COMPANY
1144 E. Market Street
Akron, Ohio 44316
Charles J. Pilliod, Jr.,
Ch. Bd., Chief Exec. Officer
Sales: 6628 MM
- *Kelly-Springfield Tire Company
Highway 401 North
Fayetteville, N. C. 28301
Product: Automotive Tires
34. AKZONA, INCORPORATED
P. O. Box 2930
Asheville, N. C. 28802
Claude Ramsey, Ch. Bd., Pres.
Sales: 808 MM
Product: Man-Made Fiber & Yarn
35. BERNHARDT FURNITURE CO., INC.
1839 Morganton Blvd., S.W.
Lenoir, N. C. 28645
George Alexander Bernhardt, Pres.
Sales: Over 10 MM
Product: Household Furniture
36. BAXTER TRAVENOL LABORATORIES, INC.
One Baxter Parkway
Deerfield, Ill. 60015
William B. Graham,
Ch. Bd., Chief Exec. Officer
Sales: 844 MM
- *Travenol Laboratories, Inc.
P. O. Box 1390
Marion, N. C. 28752
Product: Pharmaceuticals
37. SCOVILL MANUFACTURING COMPANY
Scovill Square
Waterbury, Conn. 06720
Malcolm Baldrige,
Ch. Bd., Chief Exec. Officer
Sales: 673 MM
- *Hamilton Beach Division
P. O. Box 708
Clinton, N. C. 28328
Product: Small Home Appliances
38. REEVES BROTHERS, INC.
1271 Avenue of the Americas
New York, N. Y. 10020
J. D. Moore,
Ch. Bd., Chief Exec. Officer
Sales: 272 MM
- *Reeves Brothers, Incorporated
Curon Division
P. O. Box 188
Cornelius, N. C. 28031
Product: Textiles
39. CHATHAM MANUFACTURING COMPANY
East Main Street
Elkin, N. C. 28621
Richard T. Chatham, Pres.
Sales: 98 MM
Product: Textiles
40. LOEW'S THEATRES, INC.
666 Fifth Avenue
New York, N. Y. 10019
Preston R. Tisch, Pres. &
Chief Operations Officer
Sales: 790 MM
- *Lorillard Corporation
P. O. Box 21688
Greensboro, N. C. 27420
Product: Cigarettes
41. OLIN CORPORATION
120 Long Ridge Road
Stamford, Conn. 06904
John M. Henske, Pres. &
Chief Exec. Officer
Sales: 1370 MM

- *Olin Corporation
Fine Paper & Film Group
P. O. Box 200
Pisgah Forest, N. C. 28768
Product: Fine Paper
42. ITHACA TEXTILES
P. O. Box 620
Wilkesboro, N. C. 28697
Product: Hosiery
43. SPERRY & HUTCHINSON FURNITURE CO.
330 Madison Avenue
New York, New York 10017
Sales: 703 MM
- *American Drew, Inc.
P. O. Box 489
North Wilkesboro, N. C. 28659
Product: Household Furniture
44. EATON CORPORATION
100 Erieview Plaza
Cleveland, Ohio 44114
Paul A. Miller, Pres.
Sales: 2111 MM
- *Eaton Corporation
P. O. Box 241
Roxboro, N. C. 27573
Product: Air Vales
45. WELCOME FOUNDATION, LTD.
The Welcome Building
183 Euston Road
London, England
- *Burroughs Wellcome Company
3030 Cornwallis Road
Research Triangle Park, N. C. 27709
Product: Pharmaceuticals
46. LIGGETT GROUP, INC.
*Liggett & Myers, Inc.
4100 Roxboro Road
Durham, N. C. 27702
Raymond J. Mulligan, Pres. &
Chief Exec. Officer
Sales: 953 MM
Product: Cigarettes
47. THE WASHINGTON GROUP, INC.
3069 Trenwest Drive
Winston-Salem, N. C. 27103
James R. Gilley, Pres. &
Chief Executive Officer
Sales: Over 99.59 MM
Product: Textiles
48. PHARR YARNS, INC.
*Stowe Mills, Inc.
Main Street
McAdenville, N. C. 28101
William J. Pharr, Pres. &
Treas.
Sales: 100 MM
Product: Textiles
49. GEORGIA-PACIFIC CORPORATION
900 South West Fifth Avenue
Portland, Oregon 97204
Robert E. Floweree, Ch. Bd.,
Chief Exec. Officer
Sales: 3.68 Billion
- *Georgia-Pacific Corporation
P. O. Box 246
Murfreesboro, N. C. 27855
Product: Lumber
50. WEST POINT - PEPPERELL, INC.
P. O. Box 71
West Point, Georgia 31833
J. L. Lanier, Jr., Pres.
Sales: 816.57 MM
- *Alamac Knitting Division
South Chestnut Street
Lumberton, N. C. 28358
Product: Textiles
51. SQUARE D COMPANY
Executive Plaza
Park Ridge, Ill. 60068
Mitchell P. Kartalia, Ch. Bd.
Chief Exec. Officer
Sales: 610 MM
- *Square D. Company
P. O. Box 3107
Asheville, N. C. 28802
Product: Electrical Dis-
tribution Equip.
52. MACFIELD TEXTURIZING, INC.
P. O. Box 737
Madison, N. C. 27025
Product: Textiles
53. NATIONAL SPINNING COMPANY
183 Madison Avenue
New York, New York 10016
Joseph Leff, Pres.
Sales: 99 MM

- *National Spinning Company
West Third Street
Washington, N. C. 27889
Product: Textiles
54. UNION CARBIDE CORPORATION
270 Park Avenue
New York, New York 10017
William S. Sneath, Ch. Bd. &
Chief Exec. Officer
Sales: 7036 MM
- *Union Carbide Corporation
800 Albemarle Road
Asheboro, N. C. 27203
Product: Batteries
55. SHUFORD MILLS, INCORPORATED
1506 Highland Avenue, N.E.
Hickory, N. C. 28601
Harley F. Shuford
Sales: 70 MM
Product: Textiles
56. ADAMS-MILLIS CORPORATION
225 North Elm Street
High Point, N. C. 27260
James H. Millis, Ch. Bd.
Sales: 62 MM
Product: Textiles
57. WIX CORPORATION
1301 East Ozark Avenue
Gastonia, N. C. 28052
L. G. Alexander, Ch. Bd. &
Pres.
Sales: 90 MM
Product: Automotive Filters
58. FEDERAL PAPER BOARD COMPANY, INC.
75 Chestnut Ridge Road
Montvale, N. J. 07645
John R. Kennedy, Jr., Pres. &
Chief Exec. Officer
Sales: 397 MM
- *Federal Paper Board Company, Inc.
Carolina Operations
Riegelwood, N. C. 28456
Product: Paper Mill
59. BEATRICE FOODS COMPANY
120 South LaSalle Street
Chicago, Ill. 60603
Wallace N. Rasmussen
Sales: 6314 MM
- *Krispy Kreme Doughnut Company
P. O. Box 83
Winston-Salem, N. C. 27102
Product: Bakery Goods
60. INTERNATIONAL TELEPHONE & TEL.
320 Park Avenue
New York, N. Y. 10022
- *Continental Baking Co.
P. O. Box 3345
Concord, N. C. 28025
Product: Bakery Goods
- *Grinnell Ind. Piping
P. O. Box 566
Kernersville, N. C. 27284
Product: Prefab Pipe
- *ITT Continental Baking
P. O. Box 33007
Raleigh, N. C. 27606
Product: Bakery Goods
- *ITT Telecommunications
P. O. Box 25241
Raleigh, N. C. 27611
Product: Telephone Apparatu
61. LANCE, INCORPORATED
Pineville Road
Charlotte, N. C. 28201
Albert F. Sloan, Ch. Bd. &
Pres.
Sales: 170 MM
Product: Snack Foods
62. AMP, INCORPORATED
Eisenhower Boulevard
Harrisburg, Penn. 17105
Joseph D. Brenner, Pres. &
Chief Exec. Officer
Sales: 633 MM
- *AMP, Incorporated
P. O. Box 55
Winston-Salem, N. C. 27101
Product: Current-Carrying
Devices
63. CLARK EQUIPMENT CO.
Buchanan, Michigan
Bert E. Phillips, Pres.
Sales: 1309 MM
- *Clark Equipment Co.
Highway 25
Skyland, N. C. 28776
Product: Tractor Shovels

64. UV INDUSTRIES, INC.
437 Madison Avenue
New York, New York 10022
Edwin Jacobson, Pres.
Sales: 576 MM
- *Federal Pacific Electric Co.
Cornell Dubilier Electronics
P. O. Box 2070
Sanford, N. C. 27330
Product: Electronic Components
65. SPENCER'S INCORPORATED
Willow & Oak Streets
Mount Airy, N. C. 27030
Product: Apparel
66. DAYCO CORPORATION
333 West First Street
Dayton, Ohio 45402
E. E. Dourlet, Pres. &
Chief Operations Officer
Sales: 573 MM
- *Dayco Southern
P. O. Box 260
Waynesville, N. C. 28786
Product: Rubber & Plastic Products
67. DIXIE FURNITURE COMPANY
South Salisbury Street
Lexington, N. C. 27292
J. Smith Young, Pres.
Sales: N/A
Product: Household Furniture
68. U. S. INDUSTRIES, INC.
250 Park Avenue
New York, N. Y. 10017
I. John Billera, Ch. Bd. &
Chief Exec. Officer
Sales: 1334 MM
- *Hammary Furniture Company
Norwood Street
Lenoir, N. C. 28645
Product: Household Furniture
69. ELTRA CORPORATION
Two Pennsylvania Plaza
New York, New York 10001
J. A. Keller, Ch. Bd. &
Chief Exec. Officer
Sales: 922 MM
- *Converse Carolina
P. O. Box 1307
Lumberton, N. C. 28358
Product: Footwear
70. AMERICAN BAKERIES COMPANY
10 South Riverside Plaza
Chicago, Illinois 60606
George P. Turci, Pres
Sales: 447 MM
- *American Bakeries Company
301 South Interstate 87
Charlotte, N. C. 28208
Product: Bakery Goods
71. STONECUTTER MILLS CORPORATION
Off Highway 74
Spindale, N. C. 28160
Adin H. Rucker, Pres.
Sales: N/A
Product: Textiles
72. GENERAL TELEPHONE & ELECTRONICS CORP.
One Stamford Forum
Stamford, Conn. 06904
Theodore F. Brophy, Ch. Bd. &
Chief Exec. Officer
Sales: 7680 MM
- *Sylvania Electric Products, Inc.
P. O. Box 1416
Smithfield, N. C. 27577
Product: Home Entertainment
Products
73. GUILFORD MILLS, INC.
4926 Winston-Salem Road
Greensboro, N. C. 27402
George Greenberg, Pres.
Sales: 116 MM
Product: Textiles
74. MELVILLE SHOE CORPORATION
3000 Westchester Avenue
Harrison, New York 10528
Francis C. Rooney, Jr., Ch. Bd. &
Pres. & Chief Exec. Officer
Sales: 1474 MM
- *Blue Ridge Shoe Company
P. O. Box 440
Wilkesboro, N. C. 28697
Product: Footwear
75. THE LANE COMPANY, INC.
Altavista, Virginia 27514
Hampton O. Powell, Ch. Bd. &
Chief Exec. Officer
Sales: 117 MM
- *Hickory Chair Company
37 Ninth Street, S.E.
Hickory, N. C. 28601
Product: Household Furniture

76. BASSETT FURNITURE INDUSTRIES, INC.
Highway 257
Bassett, Virginia 24055
Robert H. Spilman, Pres.
Sales: 241 MM
- *National Mount Airy
P. O. Box 867
Mount Airy, N. C. 27030
Product: Household Furniture
77. HARRIET & HENDERSON YARNS INC.
Alexandria Avenue
Henderson, N. C. 27536
Marshall Cooper, Jr., Pres.
Sales: 13 MM
78. HENREDON FURNITURE INDUSTRIES, INC.
Hendredon Road
Morganton, N. C. 28655
William E. Smith
Sales: 70 MM
Product: Household Furniture
79. DEERING MILLIKEN, INCORPORATED
1045 Avenue of the Americas
New York, N. Y. 10018
- *Deering Milliken, Inc.
Hatch Mill
Columbus, N. C. 28722
Product: Textiles
80. STUART FURNITURE INDUSTRIES, INC.
P. O. Box 220
Asheboro, N. C.
Stuart M. Love, Pres.
Sales: 30 MM
Product: Upholstered Furniture
81. KELLWOOD COMPANY
St. Louis, Missouri
Fred W. Wenzel, Ch. Bd. &
Chief Exec. Officer
Sales: 456 MM
- *Kellwood Company
P. O. Box 5550
Asheville, N. C. 28803
82. GLEN RAVEN MILLS, INC.
Glen Raven, N. C. 27215
Walter H. Foster, Jr., Pres.
Sales: N/A
Product: Textiles
83. M. LOWENSTEIN & SONS, INC.
1430 Broadway
New York, N. Y. 10018
Robert Bendheim, Ch. Bd. &
Chief Exec. Officer
- *Aleo Manufacturing Company
P. O. Box 1238
Rockingham, N. C. 28379
Product: Textiles
84. CAROLINA MILLS, INC.
618 Carolina Avenue
Maiden, N. C. 28650
Ed. P. Schrum, Pres. &
Chief Exec. Officer
Sales: 74 MM
Product: Textiles
85. MARTIN MILLS
225 Depot Street
P. O. Box 310
Albemarle, N. C. 28001
Product: Mfg. Yarn
86. RUDDICK CORPORATION
2000 Jefferson First Union Plaza
Charlotte, N. C. 28282
Alan T. Dickson, Pres.
Sales: 325 MM
- *American & Efird Mills, Inc.
P. O. Box 507
Mount Holly, N. C. 28120
Product: Textiles
87. AMF, INC.
777 Westchester Ave.
White Plains, N. Y. 10604
Rodney C. Gott, Ch. Bd. &
Chief Exec. Officer
Sales: 1110 MM
- *American Machine Foundry
P. O. Drawer 2324
110 N. Glenburnie Road
New Bern, N. C. 28560
Product: Yachts
88. CONSOLIDATED FOODS CORPORATION
135 LaSalle Street
Chicago, Illinois 60603
John J. Cardwell, Pres.
Sales: 2890 MM
- *Statesville Sportswear Company
600 Park Drive
Statesville, N. C. 28677
Product: Apparel
89. STEDMAN CORPORATION
P. O. Box 1288
1305 South Fayetteville Street
Asheboro, N. C. 27203
Product: Knitting & Dyeing
Fabric

90. UNITED MERCHANTS & MANUFACTURERS, INC.
1407 Broadway
New York, New York 10018
Z. B. Lane, Jr., Pres.
Sales: 1020 MM
- *Uniglass Industries, Inc.
535 Connor Street
Statesville, N. C. 28677
Product: Fiberglass Fabrics
91. LEVITON MANUFACTURING CO. INC.
59-25 Little Neck Parkway
Little Neck, N. Y. 11363
Harold Leviton, Pres
Sales: 50 MM
- *Southern Devices, Inc.
P. O. Box 68
Morganton, N. C. 28655
Product: Electrical Wiring Devices
92. ALBA-WALDENSIAN, INC.
210 St. Germain Avenue
Valdese, N. C. 28690
William D. Schubert, Pres.
Sales: 32 MM
Product: Bakery Goods
93. AMERICAL CORPORATION
Highway 1 By-Pass
Henderson, N. C. 27536
Robert L. Hubbard, Pres.
Sales: 25 MM
Product: Hosiery
94. BLACK & DECKER MANUFACTURING CO.
701 East Joppa Road
Towson, Maryland 21204
Francis P. Lucier, Pres.
Sales: 811 MM
- *Black & Decker Manufacturing Co.
P. O. Box 64429
Fayetteville, N. C. 28306
Product: Electrical Hand Tools
95. QUALITY MILLS, INCORPORATED
Highway 52 South
Mount Airy, N. C. 27030
John E. Woltz, Ch. Bd. & Pres.
Sales: 38 MM
Product: Textiles
96. DUFF-NORTON CO., INC.
100 Pioneer Avenue
P. O. Box 32605
Charlotte, N. C. 28232
Lonnie P. Jenkins, Pres.
Sales: N/A
97. PARKDALE MILLS, INC.
301 S. Yates Street
P. O. Box 1787
Gastonia, N. C. 28052
W. Duke Kimbrell, Pres. & Treas.
Sales: 69 MM
Product: Yarn
- *Parkdale Mills, Inc.
500 S. Railroad Avenue
Kings Mountain, N. C. 28086
Product: Yarn
98. MILLER BREWING COMPANY
3939 Highland Blvd.
Milwaukee, Wisconsin 53208
John A. Murphy, Pres. & Chief Exec. Officer
Sales: 1328 MM
- *Miller Brewing Company
863 E. Meadow Road
P. O. Box 3327
Eden, N. C. 27288
Product: Beer
- *Miller Brewing Company
Off Highway 29
Reidsville, N. C. 27320
Product: Cans
99. PFIZER, INC.
235 E. 42nd Street
New York, N. Y. 10017
Edmund T. Pratt, Jr., Ch. Bd. & Chief Exec. Officer
Sales: 2032 MM
- *Pfizer, Inc.
2110 High Point Road
Greensboro, N. C. 27405
Product: Chemicals
- *Pfizer, Inc.
Moore Street
P. O. Box 668
Southport, N. C. 28461
Product: Pharmaceuticals

100. THE AMERICAN THREAD COMPANY, INC.
High Ridge Park
Stamford, Connecticut 06905
John B. Love, Pres.
Sales: 100 MM

*American Thread Company
P. O. Box 368
Marion, N. C. 28752
Product: Textiles

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