Chapter 5

Summary and Conclusion

5.1 Introduction

This chapter is on summary and conclusions of the present study, the need for this study, statement of the problem, scope of the problem, operational definitions, variables of the study, major findings of the study, organisational implications, limitations of the study and suggestions for future research have been presented.

5.2 Need for the study

Recreational facilities refer to people’s perceptions of infrastructure of fun and games offered in organisations. It includes requisitioning the services of professional recreation organisations. This construct has received great deal of interest by human resources management, professionals and organisational behaviour researchers in Western countries over the years; however, its practice is fairly nascent in Indian organisations. The organisations in India are facing many diverse and complex challenges of the growing economy and ever increasing demands of the workplace. Recreational facilities at the place of work plays bigger and a vital role in ensuring an organisational sustained productivity by systematic building team, leadership and communicative skills. Enhanced and informal contact amongst all employees across hierarchy enriches and secures retention of cultural, social and intellectual assets, its skill and inventiveness. The strength and abilities of its human resources are sufficient to make the present more rewarding and enjoyable besides also cater for what would be demanded in the future. Management has to be committed to meet the demands of today and tomorrow. There is a need to study the organisational recreational behaviour of the employees and the management. The researcher does this by studying how the perceived recreational facilities influence the employees’ contribution in organisational productivity. If organisations want to continuously upgrading innovative effectiveness,
employees motivated, committed and willing to stay they need to pay attention to recreational facilities provided and in particular to perceived recreation activities organised at the workplace as a well deliberated policy.

This forms the foundation for the discussion two important themes in contemporary organisational research. The first attempts to find perceptions of employees on recreational facilities and its impact on employee contribution in organisational productivity empirically and the second, applications of knowledge gained to different organisations as a part of their grand strategy.

This study is conducted to enhance our understanding of recreational facilities and productivity in organisational settings as identified in the organisational behaviour literature. Moreover, this study examines the impact of recreational facilities on employee contribution to organisational productivity, as an organisational outcome. In addition, these work related outcome variables are very important to keep organisations vibrant because of their significant relationship to employee satisfaction, motivation and turnover. The study intends to contribute to the organisational behaviour in several theoretical and practical ways.

5.3 Statement of the problem

Perceived Employee Contribution in relation to Recreational Facilities: An Exploratory Study, in Indian organisations is the research question of the present study.

The purpose of this study was to identify the influence of employees’ perception of recreational facilities on employee contribution towards their organisation. This is an attempt to study the role played by recreational facilities and recreation activities in determining the employee incremental contribution in organisational productivity in Indian organisations.

5.4 Objectives of the Study

The present study was undertaken with the following major objectives:
1. To map employees’ perception towards availability of recreational facilities.

2. To map employees’ perception towards planning and conducting of recreation activities.

3. To find employees’ perception towards perceived contribution as a result of recreational facilities and activities.

4. To find out the relationship between organisational recreational facilities and employee contribution.

5. To find out relationship between organisational recreation activities and employee contribution.

6. To find out whether organizational recreational facilities and recreation activities influence employee contribution.

7. To find out differences across demographics and perceived organisational facilities.

8. To find out differences across demographics and perceived recreation activities.

9. To find out differences across demographics and perceived employees contribution.

5.5 Review of related literature

The review of the related literature in the area of recreation and employee productivity in the changed societal paradigm and its impact on quality of work as well as family life studied in this research has provided the researcher an insight into many factors influencing employee contribution or employee productivity. It has provided the inspiration in designing and undertaking the present study. After study of the related body of literature, the researcher felt the need to embark on the present inquiry.

Among the important literatures, study by Sabarirajan, Meharajan & Arun.,(2010) titled “Positive correlation between welfare activities and employee attitude in textile mills”, has established the positive influence of various welfare activities practiced in Indian organizations on employee attitudes including employee productivity. By the result of
improved quality of work life among the employees their involvement in job gets increased and results in increased productivity of the organization.

Landsberger.(1955) in his review work on analyzing older experiments from 1924-1932 “Hawthorne Effect” has shed a new light on organizational behaviour of employees. The studies have shown that the relations that supervisors develop with workers tend to influence the manner in which the workers carry out directives.

Csikszentmihalyi’s theory of flow assumes that behaviour is performed and maintained because there are clear salient goals, feedback on performance is easily self-assessed, and one’s skill level is adequate to meet the challenge of the activity. When flow is achieved, one experiences intense enjoyment and satisfaction, thus facilitating continued participation. This theory helps to understand both boredom and anxiety in a leisure context.

Berta, (2010), underscores the importance of recreational facilities in a published article "Companies harness fun, games to train employees". Recreation enabled employees can cope better with stressful work situations. Absenteeism, work accidents and injuries can be reduced.

James, & Gary (1981), have vividly elucidated the American scene in recreational facilities context. Americans needed more money to spend on recreation; thus, the average workweek climbed as Americans increasingly shifted from "time intensive" to "goods intensive" recreation. One group bucked this overall trend: retired Americans were generally healthier and more affluent than their predecessors had been. Moving away from their families, many spent long hours on the golf course, in shopping malls and recreation centres, or as seasonal visitors to warm areas like Florida and Arizona.

Recreational Facilities includes businesses that provide recreational and amusement services (http://www.ibisworld.com/industry/default.aspx, October, 2010). Utilisation of recreational facilities is done through a recreational activity in addition to many more possibilities with recreation activities including many recreational and educational team building games.

Recreation values and Natural areas symposium, Centre for Recreation Research School of Business University of Otago, New Zealand, 18 – 19 March 201O Proceedings have summarised the research trends and directions in the world. Natural outdoor environments offer unique opportunities for people of all ages to become physically active, psychologically engaged and socially networked.

5.6 Variables of the study
Independent variables: Recreational facilities and Recreation Activities-each having 18 and 28 dimensional items respectively.

Dependent variable: Employee contribution having 16 dimensional items for measurement of employees perceptions.

Demographic variables: Department, Designation, Gender, Age, Highest level of education attained, Marital status, Total work experience, Experience in current position, and Experience in current organisation.

5.7 Hypotheses

Hypotheses were stated in the null form for testing in this research. Pearson’s correlation Analysis, multiple regression and ANOVA were adopted to treat data and test the hypotheses between recreational facilities, recreation activities and employee contribution. Hypotheses formulated for conducting the research are:

1. \( H_0_1 \): There is no significant relationship between organisational Recreational Facilities and perceived Employee contribution.

2. \( H_0_2 \): There is no significant relationship between organisational Recreation activities and perceived Employee Contribution.

3. \( H_0_3 \): Organizational Recreational Facilities and Recreation Activities do not significantly influence perceived employee Contribution to their organisations.

4. \( H_0_4 \): There will be no significant differences across demographics and organisational recreational facilities and organisational recreation activities.

5. \( H_0_5 \): There will be no significant differences across demographics and perceived perceptions of Employees contribution to their organizations.

5.8 Sampling Technique

Judgemental as well as convenience technique of sampling was adopted. Sample of representative organisations by way of convenience sampling technique and then from each of
the organisation chosen, participants were selected from the cross section of the population by utilising judgemental technique.

**Sample of the study:** A sample consisting of 202 employees from 10 Indian organisations—five from Manufacturing and five from IT Services were surveyed upon.

## 5.9 Tools adopted for the Study

1. Perceptions of Recreational Facilities were measured with the Recreational Facilities Tool, developed by the researcher and Dr Harold A. Patrick, Christ University, Bangalore.

2. Perceptions of recreational activities were measured with the Recreation activities tool, developed by the researcher and Dr Harold A. Patrick, Christ University, Bangalore.

3. Perceptions of Employee contribution were measured with the Employee contribution tool, developed by the researcher and Dr Harold A. Patrick, Christ University, Bangalore.

## 5.10 Statistical Techniques used

The following statistical techniques were used for analysing the data as per the objectives of this study.

1. Descriptive statistics – Frequency, Means, S.D. and percentages

2. Pearson’s correlation Analysis

3. Stepwise Regression

4. Differential statistics – One way ANOVA for hypothesis testing

5. Cronbach’s Alpha for Reliability Test.

## 5.11 Major findings of the study

### 5.11.1 General findings
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1. Analyses reveal that organisations have provided varying level of recreational facilities to their employees since the level of perception of importance of recreational facilities varied considerably in the range 1.00 - 6.00, with a peak close to 5.00 - 5.50. The mean value was 4.29, with standard deviation 1.14. Organisations have generally not installed the required level of recreational facilities and not formalised these as organisational policy.

2. Employees’ perception of level of recreation facilities provided was higher than recreational facilities although the perception varied considerably again. The level of perception of importance of recreational activities varied in the range 2.00 - 7.00, with a peak close to 6.00 - 5.75. The mean value was 5.43, with standard deviation 1.30. Organisations may not be having the desirable level of recreational facilities yet recreational activities are being organised perhaps by way of outsourcing.

3. The level of perception of importance of employee contribution varied considerably in the range 3.00 - 7.00, with a peak close to 6.25 - 6.50. The mean value was 5.89, with standard deviation 1.00. Employee Contribution was fairly high because of recreational facilities and recreation activities.

4. There was significant correlation between the perception of importance of recreational facilities and recreational activities and the level of employee contribution. Thus, the level of employee contribution is related to the perception of importance of recreational facilities and the perception of importance of recreational activities. Perception of correlation of recreation activities with employee contribution is stronger with Pearson Correlation value at .769 vis-à-vis recreational facilities with Pearson Correlation value of .533 both calculated at 1% level of significance.

5. Multiple linear regression of level of employee contribution on the independent variables of perception of importance of recreational facilities and perception of importance of recreational activities was found to be statistically significant (with $F_{cal} = 150.350$, and $p$-value $= 0.000$). Both of the independent variables were found to have a significant impact on the level of employee contribution, and together explained 60.2% of the overall variation in level of employee contribution.

6. Additionally, the perception of importance of recreational activities had more than 5.5 times the impact as the perception of importance of recreational facilities on the level of employee contribution.
7. There were significant differences in the perception of importance of recreational facilities, recreation activities and the level of employee contribution across variable demographics.

5.11.2 Hypotheses and related findings

1. Significant positive association was found between recreational facilities, recreation activities.

2. There was significant a correlation between recreational facilities and employee contribution.

3. Recreational facilities were positively correlated with employee contribution having Pearson correlation value of .533 at 1% level of significance.

4. It was found that the perception of employees towards recreational facility was moderate having mean value of 4.29 and standard deviation 1.14.

5. Employee contribution level was perceived the highest having mean value of 5.89 with standard deviation at 1.0. followed by recreation activities having mean value of 5.43 with 1.3 as standard deviation, and recreational facilities having mean value of 4.29 with standard deviation at 1.14

6. It was found that employee contribution to their organisation was fairly high having mean of 5.89 with standard deviation 1.0.

7. There was significant correlation between the recreational facilities, recreation activities and employee contribution.

8. Significant positive association was found between recreational facilities and recreation activities but both together explained 60.2% variation in employee commitment.

9. It was found that recreational facilities and recreation activities significantly influenced employee contribution.

10. It was found that recreational facilities significantly influenced employee contribution.

11. It was found that recreation activities significantly influenced employee contribution.

12. There was significant difference in the perception of importance of recreational facilities and the level of employee contribution between different departments. The perception of importance of recreational facilities and of the level of employee contribution
was significantly lower for the purchase & procurement department than for other departments.

13. There was no significant difference in the perception of importance of recreational activities between different departments.

14. There was significant difference in the perception of importance of recreational facilities and the level of employee contribution between different designations. The perception of importance of recreational facilities and of the level of employee contribution was significantly lower for heads of departments and senior managers than for other designations.

15. There was no significant difference in the perception of importance of recreational activities between different designations.

16. There was significant difference in the perception of importance of recreational facilities and the importance of recreational activities between men and women. The perception of importance of recreational facilities and of the importance of recreational activities was significantly higher for men than for women.

17. There was no significant difference in the perception of level of employee contribution between men and women.

18. There was significant difference in the perception of importance of recreational facilities and the importance of recreational activities between age groups. The perception of importance of recreational facilities and of the importance of recreational activities generally increased with age group.

19. There was no significant difference in the perception of level of employee contribution between age groups.

20. There was significant difference in the perception of importance of recreational facilities, the importance of recreational activities, and the level of employee contribution between educational groups. The perception of importance of recreational facilities, recreational activities, and the level of employee contribution were significantly lower for Masters’ degree holders than for others.

21. There was significant difference in the perception of importance of recreational activities between married and single professionals. The perception of importance of recreational activities was significantly higher for single professionals than for married professionals.
22. There was no significant difference in the perception of importance of recreational facilities and level of employee contribution between married and single professionals.

23. There was significant difference in the perception of importance of recreational facilities, the importance of recreational activities, and the level of employee contribution according to total work experience. The perception of importance of recreational facilities, recreational activities, and the level of employee contribution generally increased with experience.

24. There was significant difference in the perception of importance of recreational facilities, the importance of recreational activities, and the level of employee contribution according to work experience at the current designation. The perception of importance of recreational facilities, recreational activities, and the level of employee contribution generally increased with experience.

25. There was significant difference in the perception of importance of recreational facilities, the importance of recreational activities, and the level of employee contribution according to work experience within the current organisation. The perception of importance of recreational facilities, recreational activities, and the level of employee contribution generally increased with experience.

5.12 Implications

Productivity and growth of organisations is the sole cause of their existence. In the new societal paradigm of Information Age, human resources have assumed the central stage. Information technology and Globalisation has made the world a Global village but also have spin offs in increased stress levels and intense competition in the same space. Unless human resources are developed, recreated, and refreshed burnouts is the most probable occurrence to plague organisations. High performance, great citizenship behaviour, low turnover rates and tardiness are the key cost cutting parameters. In the intense competitive organisational environment the key parameters have to accomplished and surpassed on a regular basis.

Today’s organisations suffer from floating staff population. The main reason can be attributed to the low work life quality and increased customer demands resulting in high stress levels in the employees. This needs to be addressed to ensure continuous growth and survival of organisations. Welfare measures provided by labour laws in India are just sufficient to create conducive working environment. Organisations need to go much beyond that to enhance mutual confidence and trust. The employees’ expectations of job satisfaction and contentment at the workplace bring with them an increased concern for management to focus on true holistic welfare in terms of physical, psychological, social and spiritual aspects. When
employees react to the way they are treated at work, their motivation to respond can be understood adequately by taking into account the manner in which attitudes, team work and social skills are developed in the organisation.

This study empirically indicates that employee contribution made to the organisation productivity is strongly linked to recreational facilities provided by the organisation to their employees. In addition, at the same time it also reveals that the employees perceive only moderate recreational facilities from their organisations. This means that the system of recreational facilities and recreation activities in the organisations is yet not formalised and is fragile and haphazard. Organisations should dedicate efforts to increase perception of recreation among the employees by including the aspects and goals of recreation in the organisational strategy.

Team work skills, leadership skills, mutual understanding and trust can be increased by ensuring that recreational activities including games and sports are regularly organised in a structured manner by the management promoting informal communication and contact across the hierarchy particularly in organisations where it still exists. Where infrastructure or withal is not available services of recreation organisation or recreation leadership may be hired, but the necessity of providing recreation to organisational employees in a systematic manner benefitting the organisation in the mid and long term, cannot be dispensed with. Transformational leadership can shape attitudes of their employees as per the values and culture of the organisation by organising appropriate games affecting behavioural outcomes. Time tested motivational tools of self efficacy, reward and recognitions too may be applied to build long lasting intrinsic motivation. Organisation should also take into consideration the stress and strains of today’s job and introduce suitable reward mechanisms in terms of outdoor recreational activity.

Crux of recreational activities lies in building team work skills. Recreation for communication, Activities of goal setting and goal clarification, System of reward and recognition, Building of trust and support in colleagues and organisation and raising of self efficacy levels are the top rated dimensional items of recreation activities by employees. Great deliberation and care need to be exercised while selecting games for fun, meeting the behavioural requirements of the organisations.

Some, but not considerable number of organisations are paying attention to including family days at the work place. This is another area by which quality of family/ work balance, motivation levels and satisfaction may be enhanced. Including families in organisational events like picnics can create integrate family life more with work life more effectively.
Employees need to be involved in discussions before making a decision of the recreational facilities for different people have unique recreational behaviour. Diverse interests and organisational needs together need to be combined to arrive at most appropriate recreational facilities and activities. Decisions should be made targeting the behaviours desired and yet according great enjoyment and refreshment.

**Some of the practical implications are:**

1. Recreational facilities influence employee contribution to organisational productivity. Organisations should include recreational facilities in organisation policy. These facilities should be conveniently located in the premises of the organisation affording easy accessibility.

2. Recreation activity strongly impact employee contribution. These help build desirable team skills, leadership skills, effective communications, trust and support. These should be organised at appropriate intervals duly planned.

3. In the eventuality of lack of proper facilities yet available services of recreation organisations and recreation leadership may be availed. Care needs to be exercised in making recreational activities compatible with organisational requirements.

4. Participation of the management is the sine qua non of the activity. Opportunity should be availed to build interaction, confidence, and communication at all levels.

5. Making work place like fun and play can engage employees in organisation more intimately, busting distress and depression.

6. Intrinsic motivation is a greater predictor of behaviour. Intrinsic motivation of employees should be the recreation goal for the management catering for adequate social, psychological and self actualisation needs of employees through games and sports, reward and recognition and feedback systems.

7. Perceptions of recreational facilities and recreation activities have varied across demographics- needs of different age groups, men and women, educational levels are not the same. Organisations should take all perspectives into consideration and devise a recreation plan accordingly.

8. Individual sports or recreation can be pursued by way of flexi-time, group games on the other hand need to be planned to be conducted collectively at regular periods along with organisation’s management.
5.13 Limitations of the study

1. The sample of the study was limited to Bangalore only. Notwithstanding the desire, high profile Indian organisations like WIPRO could not be included due to their shying away from participation.

2. Tested tools to measure the perceptions of employees were not readily available. Only limited literature relevant to the study existed.

3. Some of the participants seemed to be lacking in motivation. Availability of some funds could perhaps make them respond more enthusiastically.

4. Lack of Government policy with a directive to the Industry to encourage research for overall goodness in development of scientific temper through Academia Industry partnership.

5.14 Suggestions for further research

1. A comparative study on recreational facilities and its influence on employee contribution in other urban and semi urban areas may be undertaken.

2. A comparative study on perceived recreational facilities and employee contribution between service and manufacturing organisations may be undertaken.

3. A comparative study on perceived recreational facilities and its impact on employee contribution between high growth and moderate growth organisation can be undertaken.

4. A Similar study can be undertaken between companies practising flexi-time and fixed working hours routine.

5.15 Conclusion

The results of this study provide considerable insight into the employees’ perception of organisational recreation activities in Indian settings. Recreational facilities provided have
thrown up evidence to promote employees’ overall well being and effective outcome of higher employee contributions to their organisation’s productivity. The existence of any organisation is justifiable by its productivity in fulfilling its mission with optimal efficiency and effectiveness. The characteristics of human resources in an organisation define the organisation’s viability and sustainable growth. Intrinsically motivated employees are developed by connective leadership aligned with organisational strategy and their people. Recreational facilities not only find favour with employees’ perception but also are linked to their productivity strongly. Formalising and practising recreation as an essential part of organisation’s training and development strategy has shown to yield rich dividends for the organisation. The fruits of such progressive strategy are bound to lead employees to higher performance, commitment, citizenship behaviour, job satisfaction, and lower tardiness or intent to quit. This desirable organisational behaviour of employees adds up to higher employee contribution. Therefore, organisations should ensure that recreational facilities are provided to their employees in a systematic manner, to ramp up their productivity and growth.