

Training needs of selected restaurant managers

by

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INTRODUCTION

Approximately 40 cents of the average consumer's dollar is spent on meals away from home. The typical person purchases meals away from home 3.5 times a week (National Restaurant Association, 1984). In Iowa, sales from eating places rose 51% between the years 1977 and 1982 (Bureau of the Census, 1982). The consumer trend toward spending more food dollars in the foodservice market is a result of rising incomes, changing living and working habits, a more mobile society, and a need for greater convenience (Van Dress, 1982).

Skills needed by hospitality managers have changed, and will continue to do so, in response to changes in the industry. Academic training in hospitality schools and work experience in the industry are valuable, but not sufficient. To develop a manager's full potential, training should be an ongoing process.

Managers of independently owned and operated restaurants in selected counties of Iowa were surveyed to determine their continuing education needs. Information collected will be used by the hotel, restaurant, and institution management extension specialist at Iowa State University to develop continuing education programs for restaurant managers. The objectives of this study were to:

1. Identify the perceived training needs of restaurant managers in the sample.
2. Collect demographic information about the managers and restaurants.
3. Identify significant differences in demographics and perceived

training needs attributable either to location of the restaurant or sex of the owner/manager.

4. Make recommendations regarding continuing education programs to meet the needs of this group of restaurant managers and revision of the questionnaire.

The Iowa State University Committee on the Use of Human Subjects in Research reviewed this project and concluded that the rights and welfare of the human subjects were adequately protected, that risks were outweighed by the potential benefits and expected value of the knowledge sought, that confidentiality of data was assured and that informed consent was obtained by appropriate procedures.

REVIEW OF LITERATURE

Many restaurant operations have no active or ongoing management training programs. Instead, managers are often expected to acquire management skills on the job, and they may rely on techniques that they have acquired haphazardly over the years.

According to Knight and Salter (1985), a proper management training program should cover systems of improving employee productivity. A training program for managers must be directed toward specific goals or it becomes disorganized or irrelevant. One way of developing those goals is to determine the traits that constitute a good entry-level manager. For a list of these traits, the authors surveyed 29 hospitality educators and 20 representatives of foodservice training programs. Both the educators and trainers agreed that a good manager should have excellent oral communication skills, intelligence, and a motivation to succeed. The trainers felt that previous experience and an appropriate personality were the factors most important to managerial success.

Some traits, such as intelligence, cannot be taught. Therefore, hospitality operations and schools must screen their candidates for these traits. Oral communication, on the other hand, can and should be taught.

For an entry-level manager to become competent, 4-year educational programs must be based on the competencies essential for effective performance in the occupation. A study conducted by Gundrum (1978) identified 68 competencies needed by entry-level foodservice managers in food-for-profit establishments that should be developed in 4-year educational programs, and evaluated the appropriateness of the competencies identified.

The competency statements were arranged by specific job functions: general supervision, menu planning, procurement, production, service, sanitation/safety, training, general management, budgeting, and public relations. Nine judges were asked to identify for each competency the extent to which he felt the competency was needed by an individual to perform satisfactorily as an entry-level manager in a food-for-profit establishment. The individuals asked to assess to what extent specific competencies were needed had at least a baccalaureate degree and considerable experience directly involved with supervising entry-level managers in food-for-profit establishments. Of the 68 competency statements, 20 activities were thought to be definitely needed, 30 probably needed, 17 may be needed, and 1 not needed. After completing this assessment each judge was asked to identify those competencies he felt the entry-level manager would need to develop to a higher level on the job before he/she could assume total responsibility for the operation of an establishment. Only eight of the nine judges completed this second assessment. No single competency was agreed upon by all judges as needing to be developed to a higher level. Seven of the eight judges responding agreed that two activities would need to be developed to a higher level to assume total responsibility of an establishment.

Mariampolski, Spears, and Vaden (1980) also conducted a study to determine what competency levels were required of entry-level foodservice managers. A list of 62 competency statements was developed by nine individuals with expertise in restaurant management. About a third of the statements related specifically to commercial foodservice management,

while the remainder were applicable to the management of any quantity foodservice operation. Officers of the National Restaurant Association (NRA), restaurateurs who belonged to the NRA, and participants at a NRA purchasing seminar were asked to rate each of the 62 statements as one of the following: not important in commercial foodservice management; not expected of the beginning manager, but the responsibility of higher management; desirable, but not essential for the beginning manager.

Of the 62 competency statements listed on the instrument, 20 activities were deemed essential, 18 desirable, and 24 beyond the responsibility of the beginning manager. The response "not important" was rarely given and was not used in computing mean scores.

Each of the three groups of competencies was examined in relation to the classifications of technical, human, and conceptual administrative skills. As reported by Powers (1980), technical management skills include those necessary to supervise production, control food quality and cost, maintain sanitary standards, and schedule employees. Human skills involve the executive's ability to work well with others and to build an effective team. Conceptual skills involve seeing the organization as a whole composed of interactive parts and as an institution that interacts with systems external to the organization.

Most of the technical skills considered essential by the respondents concerned food production and purchasing. They included proper and safe operation of equipment; supervision of food items produced and served; technical skills in the management of food and beverage production; use of daily production schedules; use of standardized recipes; supervision of

receiving, storage, and sanitation procedures; use of appropriate purchasing techniques; and coordination of purchasing and service. The human skills considered essential pertained to staffing and employee relations. They included personnel training, orientation of new personnel, personnel selection, effective communication with personnel, employee motivation, and evaluation of employee performance. Coordinating labor, equipment, and personnel within an area, ranking customer satisfaction a high priority, and realizing that profit is an important goal were conceptual skills rated essential by the respondents.

Most technical and human skills were rated either essential or desirable for the beginning commercial foodservice manager. Most of the competencies considered beyond the responsibility of the beginning manager reflected conceptual skills in the areas of financial analysis, labor, staffing, merchandising techniques, menu analysis, and operational policies and procedures.

In small foodservice operations, the managers and supervisors often have not had any formal management training. The need for human-relations training is especially important for a small business because the levels of the organization are so close together. To assess the human-resource needs peculiar to small hospitality properties, Ransom and Berger (1984) conducted a survey of 121 small operators. The 48% response rate was thought to be an indication of great interest in the subject.

To determine the areas in which the owners and managers felt they were weak and would desire more skills, respondents were asked how comfortable they were with specific managerial tasks. The respondents were

relatively comfortable with most of the tasks. On a scale of 1 (not comfortable) to 7 (very comfortable), the mean for all tasks was above 5. Training staff in technical skills (5.1) was scored lowest, while dealing with difficult customers was ranked highest (5.6).

To address the development needs of management, respondents were asked to rank the importance of 20 training needs. Topics included motivating others, organizing and planning, managing time, problem-solving, managing conflict, coping with stress, and labor-management relations. In comparison to similar surveys of large businesses, the results reflected a greater degree of personal interaction between management and first-level employees in small organizations. Leadership was found to be more important in the smaller organizations, whereas written communication lost its importance. Selecting employees, team building, and oral communication were seen as important development needs. Management training programs were worthwhile to the organization, according to the managers surveyed. Advantages they cited included less turnover, increased productivity, and reduced need for direct supervision of employees.

To assist the Institution Management Department at Iowa State University in establishing foodservice education programs at the vocational and technical level, a survey was conducted in 1966 of a representative sampling of the estimated 4,496 restaurants in the state of Iowa (Bobeng, 1967). The 392 restaurants in which personal interviews were conducted were located in 25 of the 99 counties in Iowa. Only restaurants deriving 50% or more of their gross income from the sale of food were included in the study. Information was secured about characteristics of the

restaurants and restaurant managers, present employment in restaurants, labor turnover, and employee training.

The results of the survey suggested that there was a need for managers to increase the productivity of personnel so that wages and job satisfaction might be increased and labor turnover reduced. Educational programs were needed to help managers understand various aspects of management, develop optimum work methods in food production and service, and learn effective methods of on-the-job training.

Data from the Bobeng study (1967) regarding specific responsibilities of the restaurant managers were used as a basis for developing a list of possible training topics for managers (Ragg, 1968). A questionnaire was sent to the same respondents to determine the perceived training needs, and to determine the best time and method of delivery for training programs in which the managers and their employees could participate. The questionnaire was also sent to six restaurant management educators in Iowa and states similar to Iowa in industry and population, to determine whether their ideas of training needs corresponded with those of restaurant managers.

The managers to whom the questionnaire was sent were asked to evaluate the degree of need for the various areas for training as little need, some need, or great need, and to make suggestions for any other areas of training needed. The areas of greatest need for training according to the managers were control of food and labor costs and the selection and supervision of employees. The educators expressed a greater degree of need for training in the areas of training and supervision of employees, control of

labor costs, preparation of food, and selection of employees.

The restaurant manager expressed his need for training in terms of the results he wanted, and the educator in terms of achieving results. Ragg (1968) recommended that training programs for managers and supervisors be organized to meet the perceived needs as expressed by the managers, but that they also be designed to develop a basic understanding of management.

PROCEDURE

The present study was designed to determine the continuing education needs of selected restaurant managers in Iowa. Information collected will be used by the hotel, restaurant, and institution management extension specialist at Iowa State University to develop continuing education programs for Iowa restaurant managers. The procedure consisted of the following steps: (Selection of the sample), (enlistment of support for the survey), (development of the questionnaire), (administration of the questionnaire) and (analysis of data).

Selection of the Sample

Continuing education programs currently are offered to restaurant managers in Iowa by the hotel, restaurant, and institution management extension specialist. These programs usually are given at the request of a local or state restaurant group. Because managers of independently owned and operated restaurants do not participate in these programs in proportion to their numbers, this group was selected to receive the survey.

A variable of interest to the extension specialist for purposes of program planning was whether restaurant managers in rural counties had different continuing education needs than their counterparts in metropolitan counties. Four of the eight standard metropolitan statistical areas in Iowa, and their surrounding rural counties, were selected for study. Three metropolitan areas (Dubuque, Clinton, and Pottawattamie) were excluded because it was thought that managers in these counties were likely to attend programs held in bordering states. Polk county was excluded

because programs are already offered there by the hotel, restaurant, and institution management extension specialist.

Those establishments whose sales of alcoholic beverages exceeded 50% of total sales were eliminated from the survey. Only establishments selling predominantly food and nonalcoholic beverages were to be included in the study.

The final sample of restaurants was limited to:

- a. Independently owned and operated restaurants in Iowa.
- b. Restaurants in four metropolitan counties (Johnson, Linn, Blackhawk, Woodbury) and their surrounding rural counties (Plymouth, Cherokee, Ida, Crawford, Monona, Butler, Bremer, Fayette, Buchanan, Benton, Tama, Grundy, Delaware, Iowa, Cedar, Jones, Muscatine, Louisa, Washington).
- c. Establishments in which sales of food and nonalcoholic beverages exceeded sales of alcoholic beverages.

Mailing labels and a computer listing of restaurants in each of the 23 counties of interest were purchased from the Iowa Department of Agriculture, through the supervisor of licensing. Restaurants with and without liquor permits and currently licensed by the Iowa Department of Agriculture comprised this list. Information about each establishment included the county number, the restaurant name, the owner's name, and the address of the restaurant. Zip code information was incomplete which required adding this information to each of the labels. The listing included restaurant chains and franchises, taverns, bowling alleys, ice cream shops, cafeterias in hospitals, and other establishments which had to be deleted.

The number of licensed establishments on the original list was 1639; 930 establishments were considered to be independently owned and operated restaurants that should be included in the survey. The extent of sales of alcoholic beverages was determined after the questionnaires were returned. Those establishments whose sales of alcoholic beverages exceeded 50% of total sales were dropped from the study.

Enlistment of Support for the Survey

In early April, a project proposal was prepared to obtain funding for the survey. Funds were sought and obtained from Hotel, Restaurant, and Institution Management Extension; Iowa State University Cooperative Extension Service; and the Small Business Development Center.

In early April, a notice to encourage restaurant managers to participate in the survey was prepared for The Appetizer, the newsletter printed by the Iowa Restaurant and Beverage Association. The notice is shown in the Appendix. The president of the Iowa Restaurant and Beverage Association, in his message to members, also urged restaurant managers to complete the questionnaire.

Development of the Questionnaire

A questionnaire was used to assess the continuing education needs of restaurant managers in Iowa. After the three broad topic areas (owner/manager characteristics, manager's perceived continuing education needs, and restaurant characteristics) were selected, an outline of more specific topics to be included in the instrument was developed. Sources of information included previous surveys of Iowa restaurants (Bobeng, 1967; Ragg, 1968) and a survey of Wisconsin restaurants conducted at the

University of Wisconsin-Madison (Strang, 1980). Guidelines followed in structuring the questionnaire included simple language, length of the instrument limited to four pages, and placement of the least intimidating questions first. The objective was to minimize the time needed to complete the questionnaire and consequently to generate high response.

A draft questionnaire was prepared for review by three members of the graduate faculty; the hotel, restaurant, and institution management extension specialist; and a statistician. The questionnaire was revised and pretested with eight restaurant managers in Ames and a nearby community. A short list of the names of local restaurant managers (who might agree to participate in the pretest) was obtained from the hotel, restaurant, and institution management extension specialist. These managers were then contacted by telephone and asked if they would be willing to participate. In addition to responding to the questionnaire, the restaurant managers were asked to comment on: 1) time required to complete the instrument, 2) ease of response, and 3) clarity of items. An appointment was made with each manager to collect the questionnaire and to discuss his or her suggestions regarding the instrument.

Revisions made following the pretest included: 1) allowing the individual manager to write in his or her response to certain questions as suggested by the statistician for questions requiring a numerical response, 2) rewording directions to elicit the desired format of response; for example, ranking the responses from 1 to 5, and 3) simplifying the language.

The final questionnaire consisted of three parts: 1) owner/manager characteristics, 2) manager's perceived continuing education needs, and

3) restaurant characteristics. The first section included items on the respondent's position in the restaurant, length of time managing the restaurant, path to restaurant management, attained educational level, sex, and age.

In the second section of the questionnaire, restaurant managers were given a list of possible continuing education topics and were asked to rank each topic according to its helpfulness to them as managers. A 5-point scale was used; a rating of 5 indicated great help to the manager, and a rating of 1 indicated that the topic would be of no help to the manager. This section also included a question asking the respondent to rank five broad topics of interest, assigning the topic of least interest a rating of 1. Items concerning attendance and method of program delivery were also included.

The third section of the questionnaire included questions about the restaurant. Items such as type of restaurant, percentage of sales from alcoholic beverages, total food and beverage sales, length of time restaurant had been in operation, and types of meals and services provided were included in this section.

The final questionnaire was reduced by 10% and printed on 17 by 11 inch ivory colored 60 pound offset paper. It was printed on both sides and folded to 8½ by 11 inches. A copy is shown in the Appendix.

Administration of the Questionnaire

On May 1, 1985, a postcard was sent to the 930 Iowa restaurant managers in the sample. The postcard stated that a survey questionnaire from the Hotel, Restaurant, and Institution Management Department at Iowa State

University would be mailed to them to obtain information for developing continuing education programs for restaurant managers in Iowa. A copy is shown in the Appendix.

One week later, each restaurant manager in the sample was sent a cover letter explaining the purpose of the study, a questionnaire, and a self-addressed, stamped return envelope. After 3 weeks a follow-up letter, questionnaire, and return envelope were sent to those who had not responded. A copy of each letter is in the Appendix.

Analysis of Data

By June 10, 1985, the final cut-off date, 459 questionnaires had been collected. During the coding process five additional questionnaires were received and were included in the total sample. Of the 464 responses, 25 indicated greater than 50% sales from alcoholic beverages and were dropped from the study. Those questionnaires indicating the restaurant was a chain or franchise were also eliminated from the study. The data from one questionnaire were questionable; this questionnaire was deleted. The remaining 400 questionnaires were coded for statistical analysis using a coding plan. No response to a question was coded as zero. Each questionnaire had previously been assigned a five digit identification number. The first two digits indicated the county in Iowa and the last three digits generated a unique number identifying the restaurant's position in the alphabetical listing of licensed restaurants within the county. A total of 156 columns of data were coded for each restaurant. The data from each questionnaire were transferred directly to coding forms which were then keypunched at the Iowa State University Computation Center and

transferred to the mainframe computer via the Wylbur terminal.

Data were analyzed using a packaged computer program entitled Statistical Analysis System (SAS Institute, Inc., 1985). The frequency procedure with chi-square option was used to analyze most data for significant differences related to location of restaurant and sex of the restaurant owner/manager. The means procedure was used to analyze responses on continuing education topics.

FINDINGS AND DISCUSSION

The purpose of this study was to determine the continuing education needs of selected restaurant managers in Iowa. Of the 930 questionnaires mailed to Iowa restaurant managers in the sample, 44% were returned and useable as indicated below:

<u>Questionnaires</u>	<u>Number</u>	<u>Percent</u>
Mailed	930	100.0
Returned as nondeliverable	24	2.6
Returned completed	464	51.2
Returned and useable	400	44.2

For number and distribution of responses by county refer to Figure 1. The findings from the survey are discussed in the following sequence: Owner/manager characteristics, restaurant characteristics, and manager's perceived continuing education needs.

Owner/Manager Characteristics

Personal data on the restaurant owner/manager were summarized from each questionnaire. These characteristics included: Respondent's position in the restaurant, length of time managing the restaurant, path to restaurant management, attained educational level, sex, and age. The information is presented in Table 1 by location of the restaurant (metropolitan counties, N = 155 and rural counties, N = 245) and in Table 2 by sex of the owner/manager (male, N = 222 and female, N = 178).

Of the respondents, 336 (84%) were owners of their restaurants. Most of the others, 14%, were managers employed by the owner. The remaining

Table 1. Characteristics of 400 restaurant owners/managers by location of restaurant

Characteristic	Location of restaurant					
	Metropolitan (N = 155)		Rural (N = 245)		Total (N = 400)	
	No.	%	No.	%	No.	%
Position in restaurant						
Owner/manager	123	79.4	213	86.9	336	84.0
Manager employed by owner	30	19.4	28	11.4	58	14.5
Other	2	1.3	4	1.6	6	1.5
Years as manager						
1 or less	34	21.9	60	24.5	94	23.5
2-5	49	31.6	81	33.1	130	32.5
6-10	30	19.4	59	24.1	89	22.2
11-20	23	14.8	31	12.6	54	13.5
21-43	19	12.3	14	5.7	33	8.2
Path to restaurant management^a						
Entered family business	37	23.9	44	18.0	81	20.2
Worked way up organization	38	24.5	37	15.1	75	18.8
Previous work experience in food service	66	42.6	131	53.5	197	49.2
Vocational training in restaurant management	8	5.2	8	3.3	16	4.0
Academic training in restaurant management	8	5.2	12	4.9	20	5.0
Other	40	25.8	61	24.9	101	25.2
Years of school completed						
6-11	10	6.4	26	10.6	36	9
12	60	38.7	137	55.9	197	49.2
13-15	45	29.0	50	20.4	95	23.8
16	34	21.9	30	12.2	64	16.0
17-19	6	3.9	2	.8	8	2.0
Sex						
Male	104	67.1	118	48.2	222	55.5
Female	51	32.9	127	51.8	178	44.5
Age in years						
less than 20	0	0	0	0	0	0
20-29	28	18.1	30	12.2	58	14.5
30-39	46	29.7	57	23.3	103	25.8
40-49	38	24.5	75	30.6	113	28.2
50-59	33	21.3	62	25.3	95	23.8
60 or more	10	6.4	21	8.6	31	7.8

^aMore than one response could be checked.

Table 2. Characteristics of 400 restaurant owners/managers by sex of owner/manager

Characteristic	Sex of owner/manager				Total	
	Male (N = 222)		Female (N = 178)		(N = 400)	
	No.	%	No.	%	No.	%
Position in restaurant						
Owner/manager	185	83.3	151	84.8	336	84.0
Manager employed by owner	32	14.4	26	14.6	58	14.5
Other	5	2.2	1	.6	6	1.5
Years as manager						
1 or less	45	20.3	49	27.5	94	23.5
2-5	65	29.3	65	36.5	130	32.5
6-10	54	24.3	35	19.7	89	22.2
11-20	36	16.2	18	10.1	54	13.5
21-43	22	9.9	11	6.2	33	8.2
Path to restaurant management^a						
Entered family business	47	21.2	34	19.1	81	20.2
Worked way up organization	51	23.0	24	13.5	75	18.8
Previous work experience in food service	97	43.7	100	56.2	197	49.2
Vocational training in restaurant management	15	6.8	1	.6	16	4.0
Academic training in restaurant management	18	8.1	2	1.1	20	5.0
Other	60	27.0	41	23.0	101	25.2
Years of school completed						
6-11	15	6.8	21	11.8	36	9.0
12	87	39.2	110	61.8	197	49.2
13-15	65	29.3	30	16.8	95	23.8
16	49	22.1	15	8.4	64	16.0
17-19	6	2.7	2	1.1	8	2.0
Age in years						
less than 20	0	0	0	0	0	0
20-29	37	16.7	21	11.8	58	14.5
30-39	64	28.8	39	21.9	103	25.8
40-49	56	25.2	57	32.0	113	28.2
50-59	50	22.5	45	25.3	95	23.8
60 or more	15	6.8	16	9.0	31	7.8

^aMore than one response could be checked.

six respondents indicated their positions were general manager/corporate limited partner, manager/part-owner, general manager responsible to board of directors, chairman of club committee, camp business manager, and proprietor. There were no significant differences in distribution of respondents by position that were related either to location of the restaurant or to sex of the owner/manager.

Almost one fourth of the respondents had been managing their restaurants for 1 year or less. About one-third of the managers had been managing their restaurants from 2-5 years. A higher percentage of men than women (26 versus 16%) had been managing their restaurants for more than 10 years. There were no significant differences in length of time managing the restaurant related either to location of the restaurant or to sex of the owner/manager.

The restaurant owners and managers were asked to check all applicable paths they took to restaurant management. Previous work experience in foodservice was the path taken by 197 (49%) of the respondents. A significant difference was found among restaurant owners and managers by location for this path to restaurant management, $\chi^2(1, N = 400) = 4.50$, $p = .034$. The work experience route to restaurant management was identified by 43% of the managers in metropolitan counties versus 54% of the managers in rural counties. A significant difference was also found between male and female owners/managers for this path, $\chi^2(1, N = 400) = 6.16$, $p = .013$. Previous work experience was cited by 44% male versus 56% female owners/managers. Only 9% of the respondents cited vocational or academic training as their path to restaurant management, compared to 39% of the

respondents who checked either entering the family business or working their way up through the organization. Significant differences between male and female owners/managers were found for the paths vocational and academic training in restaurant management, $\chi^2(1, N = 400) = 9.87$, $p = .002$, and $\chi^2(1, N = 400) = 10.15$, $p = .001$, respectively. Very few women cited vocational or academic training as paths to restaurant management. The path working their way up through the organization was found to be significantly different among restaurant owners/managers by location, $\chi^2(1, N = 400) = 5.52$, $p = .019$. Twenty-four percent of the managers in metropolitan counties versus 15% of the managers in rural counties cited this path to restaurant management. A significant difference was also found between male and female owners/managers for this path, $\chi^2(1, N = 400) = 5.84$, $p = .016$. Twenty-three percent of the men cited working their way up through the organization as a path to restaurant management compared to 14% of the women. Approximately one fourth of the respondents checked other, and listed such paths as chef school, a business degree, and cooking school. No experience was cited by about half of the 101 respondents checking the other category.

About half of the owners/managers had completed 12 years of school. Of the respondents, 42% had completed 13 or more years of school, with 18% assumed to have completed requirements for a baccalaureate degree. A significant difference was found in level of education of owners/managers of restaurants in metropolitan and rural counties, $\chi^2(4, N = 400) = 20.51$, $p = .0004$. Of the restaurant owners/managers in metropolitan counties, 45% had completed 12 or less years of school compared to 66% of the

restaurant owners/managers in rural counties. Significant differences in level of education also were found related to sex of the restaurant owners/managers, $\chi^2(4, N = 400) = 32.19, p = .0001$. Fewer male (46%) than female (74%) owners/managers had completed 12 or less years of school.

Slightly over half of the restaurant owners/managers were men. There were significant differences in the distribution of male and female restaurant owners and managers, $\chi^2(1, N = 400) = 13.78, p = .0002$, between metropolitan and rural counties. Twice as many men as women were employed as owners or managers of restaurants located in metropolitan counties. Virtually no difference existed in the percentage of males and females managing restaurants in rural counties.

Almost 60% of all respondents were 40 or more years old. Fewer managers of restaurants in metropolitan counties than in rural counties were in this age range. There were no significant differences in age of restaurant owners/managers related either to location of the restaurant or to sex of the owner/manager.

Restaurant Characteristics

Characteristics of the restaurant were summarized from each questionnaire. Specific information about the restaurants included: Types of alcoholic beverages served, percentage of sales derived from alcoholic beverages, estimate of total food and beverage sales, number of years restaurant had been in operation, time periods restaurant was open for business, meals served in restaurant, months of the year restaurant was open for business, seating capacity of lounge, seating capacity of restaurant, and types of services provided.

Restaurant owners/managers were asked to indicate the types of alcoholic beverages they served. Participants could indicate more than one type of beverage. As shown in Tables 3 and 4, no alcoholic beverages were sold in 194 (48%) of the restaurants. Significantly fewer restaurants in metropolitan counties (41%) than in rural counties (54%) served no alcoholic beverages, $\chi^2(1, N = 400) = 6.25, p = .012$, as shown in Table 3. Beer was served in 50% of the restaurants; however, significantly more restaurants in metropolitan counties sold beer, $\chi^2(1, N = 400) = 5.36, p = .021$. Wine was served in 42% of the restaurants; differences in distribution of restaurants serving or not serving wine in metropolitan versus rural counties were not significant. Liquor was served in less than 40% of the restaurants, but significantly more restaurants in metropolitan counties than rural counties served liquor, $\chi^2(1, N = 400) = 4.38, p = .036$.

The percentage of sales derived from alcoholic beverages was requested. No percentage of sales was indicated for those restaurants in which no alcoholic beverages were served; other owners/managers did not provide a percentage figure. Of those responding, 105 (62%) stated between 1-25% of their sales were from alcoholic beverages, as shown in Table 3. A smaller percentage of restaurants had sales from alcoholic beverages of 26-50%. The distribution of sales from alcoholic beverages was not significantly different by location of the restaurant. All restaurants deriving greater than 50% of sales from alcoholic beverages had been dropped from the study.

Significantly fewer male than female owners/managers served no

Table 3. Alcoholic beverages served and percentage of sales from alcoholic beverages by location of restaurant

Alcohol served and percentage of sales	Location of restaurant				Total	
	Metropolitan (N = 155)		Rural (N = 245)		(N = 400)	
	No.	%	No.	%	No.	%
Alcoholic beverages served						
None	63	40.6	131	53.5	194	48.5
Beer	88	56.8	110	44.9	198	49.5
Wine	75	48.4	95	38.8	170	42.5
Liquor	68	43.9	82	33.5	150	37.5
Percentage of sales^a						
1-25%	42	54.6	63	67.7	105	61.8
26-50%	35	45.4	30	32.3	65	38.2

^aAll restaurants where sales were greater than 50% were dropped from the study.

Table 4. Alcoholic beverages served and percentage of sales from alcoholic beverages by sex of restaurant owner/manager

Alcohol served and percentage of sales	Sex of owner/manager				Total (N = 400)	
	Male (N = 222)		Female (N = 178)			
	No.	%	No.	%	No.	%
Alcoholic beverages served						
None	87	39.2	107	60.1	194	48.5
Beer	132	59.5	66	37.1	198	49.5
Wine	117	52.7	53	29.8	170	42.5
Liquor	101	45.5	49	27.5	150	37.5
Percentage of sales^a						
1-25%	64	58.2	41	68.3	105	61.8
26-50%	46	41.8	19	31.7	65	38.2

^aAll restaurants where sales were greater than 50% were dropped from the study.

alcoholic beverages in their restaurants, $\chi^2(1, N = 400) = 17.32$, $p = .0001$, as shown in Table 4. Consequently significantly more male than female owners/managers served beer, wine, and liquor in their restaurants, $\chi^2(1, N = 400) = 19.8$, $p = .0001$; 21.25 , $p = .0001$; 13.61 , $p = .0002$. The distribution of sales from alcoholic beverages was not significantly different in restaurants owned/managed by males and females.

An estimate of total food and beverage sales for the last business year was requested. Of the owners and managers in the sample, 91% responded to the question. A similar percentage of restaurants (about 20% in each category) had sales of less than \$50,000, from \$50,000 to \$99,999, and from \$100,000 to \$199,999. There was a significant difference in the level of food and beverage sales between restaurants located in metropolitan and rural areas, $\chi^2(7, N = 364) = 54.71$, $p = .0001$. As shown in Table 5, fewer restaurants in metropolitan counties than restaurants in rural counties had sales of less than \$100,000; whereas, a higher percentage of restaurants in metropolitan than in rural counties had sales of \$200,000 or more.

The distribution of sales from food and beverages was found to be significantly different by sex of the restaurant owners/managers, $\chi^2(7, N = 364) = 63.02$, $p = .0001$. More male than female owners/managers had food and beverage sales of \$100,000 or more, as shown in Table 6.

As shown in Tables 7 and 8, 52% of the restaurants had been in operation for 10 years or less. About 14% of the owners/managers were in restaurants that had been operating for 1 year or less, whereas 28% had been in operation for 11 to 25 years. There were no significant differences in

Table 5. Estimated food and beverage sales by location of restaurant

Sales	Location of restaurant				Total	
	Metropolitan (N = 155)		Rural (N = 245)		(N = 400)	
	No.	%	No.	%	No.	%
Less than \$50,000	24	16.8	57	25.8	81	22.2
\$50,000-99,999	14	9.8	72	32.6	86	23.6
100,000-199,999	31	21.7	47	21.3	78	21.4
200,000-299,999	17	11.9	17	7.7	34	9.3
300,000-399,999	16	11.2	12	5.4	28	7.7
400,000-599,999	23	16.1	11	5.0	34	9.3
600,000-699,999	4	2.8	0	0	4	1.1
700,000 or more	14	9.8	5	2.3	19	5.2

Note. No responses were given by 12 and 24 owners/managers of restaurants located in metropolitan and rural counties, respectively.

Table 6. Estimated food and beverage sales by sex of restaurant owner/manager

Sales	Sex of owner/manager				Total	
	Male (N = 222)		Female (N = 178)		(N = 400)	
	No.	%	No.	%	No.	%
Less than \$50,000	26	12.7	55	34.6	81	22.2
\$50,000-99,999	32	15.6	54	34.0	86	23.6
100,000-199,999	54	26.3	24	15.1	78	21.4
200,000-299,999	27	13.2	7	4.4	34	9.3
300,000-399,999	22	10.7	6	3.8	28	7.7
400,000-599,999	25	12.2	9	5.7	34	9.3
600,000-699,999	2	1.0	2	1.3	4	1.1
700,000 or more	17	8.3	2	1.3	19	5.2

Note. No responses were given by 17 and 19 restaurants owned and managed by males and females, respectively.

Table 7. Number of years restaurant had been in operation by location of restaurant

Years	Location of restaurant				Total	
	Metropolitan (N = 155)		Rural (N = 245)		(N = 400)	
	No.	%	No.	%	No.	%
1 or less	23	15.3	31	13.7	54	14.4
2-10	52	34.7	89	39.4	141	37.5
11-25	44	29.3	63	27.9	107	28.5
26-50	26	17.3	34	15.0	60	16.0
51-85	5	3.3	9	4.0	14	3.7

Note. No responses were given by 5 and 19 owners/managers of restaurants located in metropolitan and rural counties, respectively.

Table 8. Number of years restaurant had been in operation by sex of owner/manager

Years	Sex of owner/manager				Total	
	Male (N = 222)		Female (N = 178)		(N = 400)	
	No.	%	No.	%	No.	%
Less than 1	27	12.4	27	17.1	54	14.4
2-10	71	32.6	70	44.3	141	37.5
11-25	72	33.0	35	22.2	107	28.5
26-50	37	17.0	23	14.6	60	16.0
51-85	11	5.0	3	1.9	14	3.7

Note. No responses were given by 4 and 20 restaurants owned and managed by males and females, respectively.

length of time the restaurants had been in operation based on either location of the restaurant (Table 7) or sex of the owners/managers (Table 8).

Respondents were asked to indicate the time periods their restaurants were open for business. More than one response could be checked. As shown in Tables 9 and 10, 70% or more of the restaurants were open from 10:00 a.m. to 8:00 p.m. Less than 10% of the restaurants were open between 12:00 midnight and 5:00 a.m. There was a significant difference, $\chi^2(1, N = 400) = 12.82, p = .0003$, based on location of restaurants only for those open between 5:00 and 10:00 a.m., as shown in Table 9. About 32% of the restaurants in metropolitan counties versus 50% of the restaurants in rural counties served meals at these times.

As shown in Table 10, significantly fewer males (33%) than females (55%) owned or managed restaurants that served meals between 5:00 and 10:00 a.m., $\chi^2(1, N = 400) = 19.84, p = .0001$. Significantly more males than females owned or managed restaurants that served meals between 5:00 and 8:00 p.m., $\chi^2(1, N = 400) = 6.16, p = .013$; and between 8:00 p.m. and 12:00 midnight, $\chi^2(1, N = 400) = 9.52, p = .002$. This could account for the higher percentage of male owners/managers of restaurants with food and beverage sales of \$100,000 or more.

As shown in Table 9, lunch and dinner were served in 86% of the restaurants in the survey, whereas only 48% served breakfast. There was a significant difference in the percentage of restaurants serving breakfast by location, $\chi^2(1, N = 400) = 12.22, p = .0005$. About 37% of the restaurants located in metropolitan counties versus 55% of the restaurants in rural counties served breakfast. This corresponds with the significant

Table 9. Time periods restaurants were open and meals served by location of restaurant

Service periods	Location of restaurant				Total	
	Metropolitan (N = 155)		Rural (N = 245)		(N = 400)	
	No.	%	No.	%	No.	%
Time						
5:00-10:00 a.m.	49	31.6	122	49.8	171	42.8
10:00-2:00 p.m.	132	85.2	204	83.3	336	84.0
2:00-5:00	109	70.3	173	70.6	282	70.5
5:00-8:00	130	83.9	195	79.6	325	81.2
8:00-12:00 midnight	87	56.1	116	47.4	203	50.8
12:00-5:00 a.m.	14	9.0	16	6.5	30	7.5
Meal						
Breakfast	57	36.8	134	54.7	191	47.8
Lunch	134	86.4	211	86.1	345	86.2
Dinner	132	85.2	210	85.7	342	85.5
Other	16	10.3	14	5.7	30	7.5

Table 10. Time periods restaurants were open and meals served by sex of owner/manager

Service Periods	Sex of owner/manager				Total	
	Male (N = 222)		Female (N = 178)		(N = 400)	
	No.	%	No.	%	No.	%
Time						
5:00-10:00 a.m.	73	32.9	98	55.1	171	42.8
10:00-2:00 p.m.	183	82.4	153	86.0	336	84.0
2:00-5:00	148	66.7	134	75.3	282	70.5
5:00-8:00	190	85.6	135	75.8	325	81.2
8:00-12:00 midnight	128	57.7	75	42.1	203	50.8
12:00-5:00 a.m.	19	8.6	11	6.2	30	7.5
Meal						
Breakfast	89	40.1	102	57.3	191	47.8
Lunch	188	84.7	157	88.2	345	86.2
Dinner	200	90.1	142	79.8	342	85.5
Other	10	4.5	20	11.2	30	7.5

difference found in location of restaurants open for business from 5:00 to 10:00 a.m. The remaining 8% indicated serving brunch, banquets, and snacks from vending machines.

The percentage of restaurants serving breakfast was found to be significantly different by sex of the owners/managers, $\chi^2(1, N = 400) = 11.73$, $p = .0006$. As shown in Table 10, 40% of the male versus 57% of the female owners/managers served breakfast in their restaurants. As shown in Table 10, significantly more males (90%) than females (80%) owned or managed restaurants that served dinner, $\chi^2(1, N = 400) = 8.48$, $p = .004$. Significantly fewer male (4%) than female (11%) owners/managers checked other meals served, $\chi^2(1, N = 400) = 6.45$, $p = .011$, as shown in Table 10.

Restaurant owners/managers indicated the months of the year during which their restaurants were open for business. From 88% to 98% of all restaurants were open each month, as shown in Table 11. Slightly fewer restaurants were open from November through March than during the other 8 months of the year. Slightly more metropolitan than rural county restaurants were open during these months. There were significant differences in the percentage of restaurants open based on location of the restaurant only for the month of March, $\chi^2(1, N = 400) = 6.97$, $p = .008$. More restaurants located in metropolitan counties (96%) than in rural counties (89%) were open in March.

If the restaurant had a separate lounge, the respondent was to state how many customers could be seated in this area. According to Tables 12 and 13, 74% either did not answer the question or had no separate lounge. Of the 103 responding, 60% of the restaurants could seat from 1 to 50

Table 11. Months of the year restaurants were open by location of restaurant

Month	Location of restaurant					
	Metropolitan (N = 155)		Rural (N = 245)		Total (N = 400)	
	No.	%	No.	%	No.	%
January	141	91.0	209	85.3	350	87.5
February	140	90.3	210	85.7	350	87.5
March	149	96.1	217	88.6	366	91.5
April	150	96.8	231	94.3	381	95.2
May	151	97.4	237	96.7	388	97.0
June	152	98.1	239	97.6	391	97.8
July	150	96.8	239	97.6	389	97.2
August	150	96.8	239	97.6	389	97.2
September	151	97.4	233	95.1	384	96.0
October	148	95.5	225	91.8	373	93.2
November	144	92.9	214	87.4	358	89.5
December	143	92.3	213	86.9	356	89.0

Table 12. Number of seats in lounge and in restaurant by location of restaurant

Seating Capacity	Location of restaurant				Total	
	Metropolitan (N = 155)		Rural (N = 245)		(N = 400)	
	No.	%	No.	%	No.	%
Lounge						
1-50	22	47.8	40	70.2	62	60.2
51-100	17	37.0	12	21.0	29	28.2
101-400	7	15.2	5	8.8	12	11.6
Restaurant						
1-50	28	20.4	70	31.1	98	27.1
51-100	48	35.0	98	43.6	146	40.3
101-200	45	32.8	41	18.2	86	23.8
201-1120	16	11.7	16	7.1	32	8.8

Notes. No responses for lounge capacity were given by 109 and 188 owners/managers of restaurants located in metropolitan and rural counties, respectively.

No responses for restaurant capacity were given by 18 and 20 owners/managers of restaurants located in metropolitan and rural counties, respectively.

Table 13. Number of seats in lounge and in restaurant by sex of owner/manager

Seating Capacity	Sex of owner/manager				Total	
	Male (N = 222)		Female (N = 178)		(N = 400)	
	No.	%	No.	%	No.	%
Lounge						
1-50	36	51.4	26	78.8	62	60.2
60-100	24	34.3	5	15.2	29	28.2
101-400	10	14.3	2	6.1	12	11.6
Restaurant						
1-50	37	18.7	61	37.2	98	27.1
51-100	74	37.4	72	43.9	146	40.3
101-200	61	30.8	25	15.2	86	23.8
201-1120	26	13.1	6	3.7	32	8.8

Notes. No responses for lounge capacity were given by 152 and 145 restaurants owned and managed by males and females, respectively.

No responses for restaurant capacity were given by 24 and 14 restaurants owned and managed by males and females, respectively.

guests in their lounge. The maximum number of lounge seats cited was 400. No significant differences were found in lounge seating capacity related to location of the restaurant.

Significant differences in seating capacity of lounges in restaurants owned/managed by men and women were found, $\chi^2(2, N = 103) = 7.01, p = .03$. As shown in Table 13, most (79%) female owners/managers had lounges seating from 1 to 50 guests. More male than female owners/managers (49 versus 21%) had seating in their lounges for 51 or more patrons. It appears that not only do more male than female owners/managers serve alcoholic beverages in their restaurants (Table 4), and derive a higher percentage of sales from alcoholic beverages (Table 4), but they allocate more seating capacity to accommodate the sale of alcoholic beverages.

When asked how many customers could be seated in the restaurant at one time, about one fourth of the 362 responding indicated their restaurants could seat from 1 to 50 people, as shown in Tables 12 and 13. Significant differences in the seating capacity of restaurants located in metropolitan and rural counties were found, $\chi^2(3, N = 362) = 14.79, p = .002$. A smaller percentage of restaurants located in metropolitan (55%) counties than in rural (75%) counties had seating for 100 or fewer people.

Restaurant seating capacity was found to be significantly different for male and female restaurant owners/managers, $\chi^2(3, N = 362) = 30.55, p = .0001$. Of the male owners/managers, 44% had seating capacity in their restaurants for more than 100 people compared to 19% of the female owners/managers. Size of the restaurant may have contributed to the finding that

more male than female owners/managers had food and beverages sales of \$100,000 or more (Table 6).

The restaurant owners and managers were asked to check all the types of service provided by their restaurants. Data in Table 14 show that table or booth service was provided in 85% of the restaurants. Banquet service was offered in 34% of the restaurants. There were highly significant differences in services offered between restaurants located in metropolitan and rural areas only in the percentage of restaurants offering buffet service, $\chi^2(1, N = 400) = 8.9, p = .003$, and counter service $\chi^2(1, N = 400) = 7.24, p = .007$. Of the restaurants in metropolitan areas, 19% offered buffet service versus 33% of the restaurants located in rural areas. Counter service was offered by 41% of the restaurants located in metropolitan counties compared to 55% located in rural counties. Of the restaurants in the sample, 25% provided off-premise catering to their customers. Less than 15% of the restaurants provided cafeteria, car service, vending, or window service. Of the 14% of owners and managers who indicated that other types of services were provided, most specified carryout and delivery.

Counter service was found to be the only type of service significantly different for male and female restaurant owners/managers, $\chi^2(1, N = 400) = 8.45, p = .004$. Counter service was provided by 43% of the male versus 58% of the female restaurant owners/managers. Data are shown in Table 15.

Table 14. Types of service provided by restaurants by location of restaurant

Type of service ^a	Location of restaurant				Total	
	Metropolitan (N = 155)		Rural (N = 245)		(N = 400)	
	No.	%	No.	%	No.	%
Banquet	48	31.0	90	36.7	138	34.5
Buffet	30	19.4	81	33.1	111	27.8
Cafeteria	10	6.4	21	8.6	31	7.8
Car Service	10	6.4	9	3.7	19	4.8
Catering, off-premise	39	25.2	62	25.3	101	25.2
Counter	64	41.3	135	55.1	199	49.8
Table or booth	125	80.6	214	87.4	339	84.8
Vending	4	2.6	10	4.1	14	3.5
Window service	21	13.6	27	11.0	48	12.0
Other	27	17.4	31	12.6	58	14.5

^aMore than one response could be checked.

Table 15. Types of service provided by restaurants by sex of owner/manager

Types of service ^a	Sex of owner/manager				Total	
	Male (N = 222)		Female (N = 178)		(N = 400)	
	No.	%	No.	%	No.	%
Banquet	85	38.3	53	29.8	138	34.5
Buffet	66	29.7	45	25.3	111	27.8
Cafeteria	17	7.7	14	7.9	31	7.8
Car Service	11	5.0	8	4.5	19	4.8
Catering, off-premise	52	23.4	49	27.5	101	25.2
Counter	96	43.2	103	57.9	199	49.8
Table or booth	185	83.3	154	86.5	339	84.8
Vending	8	3.6	6	3.4	14	3.5
Window Service	29	13.1	19	10.7	48	12.0
Other	32	14.4	26	14.6	58	14.5

^aMore than one response could be checked.

Managers' Perceived Continuing Education Needs

Restaurant owners and managers were given a list of 31 continuing education topics. They were asked to indicate what topics would be most helpful to them as managers by rating each topic from 1 (no help) to 5 (great help). Data are shown in Table 16. The range of percentage scores at each level of the scale was:

<u>Degree of helpfulness</u>	<u>Range of percentages</u>
1	8.1-64.3
2	0-14.0
3	0-50.0
4	5.2-19.9
5	5.0-58.8

Topics considered to be of no help (1) and of great help (5) were identified by whether 30% or more of the respondents assigned a rating of 1 or 5 to a topic. Purchasing wine and liquor (item 9) and unions in foodservice (item 36) were rated a 1 by at least 60% of the respondents, indicating these topics would be of no help to the owners and managers, as shown in Table 16. This may be explained by the fact that 48% of the respondents in this sample did not serve alcoholic beverages in their establishments, and few restaurants are unionized in Iowa. Marketing nutrition and fitness (item 12) and scheduling employees (item 14) were topics considered to be of no help by at least 31% of the respondents.

Ten of the 31 specified topics were considered to be of great help to the owners/managers. These topics, in rank order, included:

Understanding legal aspects of the business (item 21)

Table 16. Managers' perceived continuing education needs

Item Number	Topic	Significant ^a differences	N ^b
7	Planning menus		338
8	Purchasing food in quantity		330
9	Purchasing wine and liquor	x	298
10	Preparing food in quantity		325
11	Merchandising food	x	332
12	Marketing nutrition and fitness	x	311
13	Interviewing and selecting employees		340
14	Scheduling employees	xx	324
15	Motivating employees	x	343
16	Training employees	x, xx	332
17	Evaluating employees	x	323
18	Improving communication skills		327
19	Developing effective leadership skills		322
20	Developing loyal customers		333
21	Understanding legal aspects of the business		347
22	Managing stress	xx	339
23	Making effective decisions		325
24	Selecting and arranging equipment		327
25	Remodeling your restaurant	xx	337
26	Conserving energy in your operation	xx	350
27	Maintaining high sanitation standards		323
28	Marketing your restaurant		330
29	Determining and controlling labor costs		344
30	Determining and controlling food/beverage costs	x	349
31	Forecasting sales and expenses	x, xx	332
32	Pricing menus	xx	354
33	Determining the profitability of your business	xx	347
34	Using a computer for cost control		322
35	Determining a selling price for a restaurant	xx	334
36	Unions in food service		308
37	Trends in the restaurant industry		323
38	Other		17

^aSignificant differences of $p < .05$ by location of restaurant are indicated by x and sex of owner/manager by xx.

^bNumber responding to the topic.

No help		Degree of helpfulness						Great help		\bar{X}
1		2		Some help		4		5		
No.	%	No.	%	No.	%	No.	%	No.	%	
62	18.3	28	8.3	169	50.0	33	9.8	46	13.6	2.9
83	25.2	34	10.3	139	42.1	31	9.4	43	13.0	2.7
181	60.7	26	8.7	55	18.5	21	7.0	15	5.0	1.9
79	24.3	31	9.5	127	39.1	42	12.9	46	14.2	2.8
49	14.8	27	8.1	121	36.4	66	19.9	69	20.8	3.2
97	31.2	33	10.6	103	33.1	44	14.2	34	10.9	2.6
75	22.1	24	7.1	113	33.2	60	17.6	68	20.0	3.1
113	34.9	37	11.4	100	30.9	29	9.0	45	13.9	2.6
57	16.6	22	6.4	99	28.9	58	16.9	107	31.2	3.4
68	20.5	23	6.9	114	34.3	59	17.8	68	20.5	3.1
76	23.5	37	11.5	99	30.6	50	15.5	61	18.9	2.9
52	15.9	37	11.3	125	38.2	46	14.1	67	20.5	3.1
52	16.1	26	8.0	115	35.6	52	16.1	78	24.2	3.2
62	18.6	32	9.6	102	30.6	51	15.3	86	25.8	3.2
28	8.1	15	4.3	108	31.1	56	16.1	140	40.4	3.8
39	11.5	25	7.4	118	34.8	44	13.0	113	33.3	3.5
45	13.8	29	8.9	122	37.5	60	18.5	69	21.2	3.2
66	20.2	45	13.8	128	39.1	42	12.8	46	14.1	2.9
79	23.4	47	14.0	112	33.2	38	11.3	61	18.1	2.9
42	12.0	21	6.0	116	33.1	54	15.4	117	33.4	3.5
67	20.7	26	8.0	127	39.3	45	13.9	58	18.0	3.0
45	13.6	22	6.7	101	30.6	61	18.5	101	30.6	3.4
47	13.7	27	7.8	103	29.9	55	16.0	112	32.6	3.4
40	11.5	23	6.6	104	29.8	63	18.0	119	34.1	3.6
35	10.5	24	7.2	109	32.8	66	19.9	98	29.5	3.5
46	13.0	31	8.8	136	38.4	57	16.1	84	23.7	3.3
41	11.8	26	7.5	108	31.1	63	18.2	109	31.4	3.5
75	23.3	20	6.2	84	26.1	48	14.9	95	29.5	3.2
65	19.5	23	6.9	94	28.1	57	17.1	95	28.4	3.3
198	64.3	36	11.7	41	13.3	16	5.2	17	5.5	1.8
55	17.0	29	9.0	132	40.9	52	16.1	55	17.0	3.1
5	29.4	0	0	0	0	2	11.8	10	58.8	3.7

- Determining and controlling food/beverage costs (item 30)
- Conserving energy in your operation (item 26)
- Managing stress (item 22)
- Determining and controlling labor costs (item 29)
- Determining the profitability of your business (item 33)
- Motivating employees (item 15)
- Marketing your restaurant (item 28)
- Forecasting sales and expenses (item 31)
- Using a computer for cost control (item 34)

Seven of the 10 topics are related to improving the profitability of the restaurant.

Four percent of the respondents listed other continuing education topics which would be helpful to them as managers. These topics included: franchising, corporate-owned cafeterias, partnerships, lease negotiation, accounting, insurance, filing income taxes, advertising, diet foods, and recipes.

Mean scores for each of the 31 topics ranged from 1.8 to 3.8 as shown in Table 16. Twenty-one topics, excluding other, had mean scores of 3.0 or higher, indicating they would be of at least some help to restaurant managers.

Responses to each of the 31 topics tended to separate into three degrees of helpfulness as opposed to the five original categories. Scales 1 and 2 were combined to form little help (1), and 4 and 5 were combined to form much help (5). Chi-square analysis was used to compare responses by location of restaurant and by sex of the owners/managers.

Using the reduced scale, seven topics were found to have significantly different distributions for degree of helpfulness based on location of restaurant as shown in Table 17. The following topics were scored as being of more help to managers of restaurants in metropolitan counties than in rural counties:

Motivating employees (item 15)

Merchandising food (item 11)

Training employees (item 16)

Interviewing and selecting employees (item 13)

Evaluating employees (item 17)

Marketing nutrition and fitness (item 12)

Purchasing wine and liquor (item 9)

Four of the seven topics are related to developing productive employees. The results are similar to those shown in Table 16 for significant differences when the full scale was used. After the rating scale was combined, the ratings for items 30 and 31 were no longer significantly different. Item 13 was found to be significantly different with the combined scale but not the full scale.

Using the reduced scale, determining and controlling food and beverage costs (item 30) and determining the profitability of your business (item 33) were scored as being of significantly greater help to women than men. Data are shown in Table 18. When the full scale was used, nine topics (14, 16, 22, 25, 26, 31, 32, 33, and 35) were found to be significantly different by sex of owner/manager. Data are in Table 16. Eight topics were scored as being of more help to female owners/managers; item

Table 17. Significant differences in managers' perceived continuing education needs by location of restaurant

Topic	Location ^b	N ^c	Degree of helpfulness ^a						P
			Little help No.	Little help %	Some help No.	Some help %	Much help No.	Much help %	
9 Purchasing wine and liquor	M	298	68	58.1	31	26.5	18	15.4	.002
	R		139	76.8	24	13.3	18	9.9	
11 Merchandising food	M	332	19	14.6	47	36.2	64	49.2	.006
	R		57	28.2	74	36.6	71	35.2	
12 Marketing nutrition and fitness	M	311	40	32.5	42	34.2	41	33.3	.008
	R		90	47.9	61	32.4	37	19.7	
13 Interviewing and selecting employees	M	340	30	21.9	45	32.8	62	45.3	.022
	R		69	34.0	68	33.5	66	32.5	
15 Motivating employees	M	343	24	17.4	33	23.9	81	58.7	.005
	R		55	26.8	66	32.2	84	41.0	
16 Training employees	M	332	25	18.7	48	35.8	61	45.5	.008
	R		66	33.3	66	33.3	66	33.3	
17 Evaluating employees	M	323	35	26.9	40	30.8	55	42.3	.018
	R		78	40.4	59	30.6	56	29.0	

^aScales 1 (no help) and 2 were combined to form Little help; Scales 4 and 5 (great help) were combined to form Much help.

^bMetropolitan (N = 155) and rural (N = 245) counties are depicted by M and R, respectively.

^cNumber responding to the topic.

Table 18. Significant differences in managers' perceived continuing education needs by sex of restaurant owner/manager

Topic	Sex ^b	N ^c	Degree of helpfulness ^a						P
			Little help 1		Some help 3		Much help 5		
			No.	%	No.	%	No.	%	
30 Determining and controlling food and beverage costs	M	349	44	22.6	51	26.2	100	51.3	.030
	F		19	12.3	53	34.4	82	53.2	
33 Determining the profitability of your business	M	347	46	24.0	59	30.7	87	45.3	.041
	F		21	13.6	49	31.6	85	54.8	

^aScales 1 (no help) and 2 were combined to form Little help; Scales 4 and 5 (great help) were combined to form Much help.

^bMale (N = 222) and female (N = 178) restaurant owners/managers are depicted by M and F, respectively.

^cNumber responding to the topic.

26 was of more help to male owners/managers. Only item 33 appeared in both lists.

Respondents were given a list of five broad continuing education topics and were asked to rank each, assigning the topic of most interest 5 and the topic of least interest 1. The topic of most interest, having received a score of 5 from 58% of the managers, was improving the profitability of your restaurant. This supports the earlier finding that 7 of 10 topics receiving a rating of 5 from at least 30% of respondents were related to improving profitability. Improving physical facilities was the topic of least interest, having received a score of 1 from 40% of managers. Data are shown in Table 19. The remaining topics could not be clearly categorized. Mean scores were used to order the topics from most interest to least interest, as follows:

Increasing your management effectiveness (3.4)

Improving the profitability of your restaurant (3.1)

Preparing delicious food (3.0)

Developing productive employees (3.0)

Improving physical facilities (2.9)

The distribution of scores was such that improving management effectiveness surpassed improving profitability of the restaurant using this method of determining interest. Ragg (1968) found the managers considered the control of labor costs, supervision of employees, and the selection of employees as areas of training particularly needed for the managers and supervisors.

When asked how many would attend a continuing education program if it

Table 19. Types of programs of interest to restaurant managers

Program	Degree of interest ^a										\bar{X}		
	1		2		3		4		5				
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Developing productive employees	48	14.2	65	19.2	85	25.2	70	20.7	70	20.7	70	20.7	3.0
Improving physical facilities	132	40.5	73	22.4	36	11.0	24	7.4	61	18.7	61	18.7	2.9
Improving the profitability of your restaurant	40	10.9	32	8.7	33	9.0	48	13.1	213	58.2	213	58.2	3.1
Increasing your management effectiveness	32	9.2	57	16.5	85	24.6	81	23.4	91	26.3	91	26.3	3.4
Preparing delicious food	66	19.2	56	16.3	75	21.9	70	20.4	76	22.2	76	22.2	3.0

^aThe higher the number, the greater the degree of interest.

were given, 62% responded yes. Respondents were then asked to rank from 1 (most preferred) to 3 (third most preferred), the months during which they would prefer to attend a program. January, February, and March received the highest percentage of first choice responses, which might be related to the finding that fewer restaurants were open from November through March. January received the highest response with 24%. Data are shown in Table 20.

As shown in Table 21, restaurant managers were asked to indicate the preferred length of a continuing education program. One-half day to 4 days were the choices offered on the questionnaire. Thirty percent of the respondents preferred a one-day program. When asked what day of the week a continuing education program should be scheduled, Monday was selected by 24% of the respondents. Given one-hour time blocks from 8:00 a.m. to 10:00 p.m., respondents were asked to check the time periods they would be available to attend a program. Responses ranged from 11 to 34%. At least 30% of respondents preferred the time periods from 9:00 to 11:00 a.m. and 1:00 to 3:00 p.m.

The preferred location for a continuing education program reflected the location of the respondents to the survey. As shown in Table 22, 20% of respondents preferred Cedar Rapids as the site for a program. As shown in Figure 1, 21% of those completing the questionnaire were from the Cedar Rapids area. Sioux City was preferred by 14% of the respondents; 12% of the respondents were from the Sioux City area.

The respondents were asked to indicate their preferred method of program delivery from among five choices. Data are presented in Table 23 by

Table 20. Preferred months of the year to attend a continuing education program

Month	1st Choice		2nd Choice		Third Choice		Total	
	No.	%	No.	%	No.	%	No.	%
January	94	23.5	17	4.2	15	3.8	126	31.5
February	58	14.5	62	15.5	5	1.2	125	31.2
March	43	10.8	28	7.0	52	13.0	123	30.8
April	21	5.2	12	3.0	17	4.2	50	12.5
May	16	4.0	9	2.2	3	.75	28	7.0
June	25	6.2	14	3.5	8	2.0	47	11.8
July	20	5.0	19	4.8	5	1.2	44	11.0
August	14	3.5	15	3.8	15	3.8	44	11.0
September	18	4.5	14	3.5	8	2.0	40	10.0
October	19	4.8	22	5.5	14	3.5	55	13.8
November	17	4.2	13	3.2	15	3.8	45	11.2
December	10	2.5	8	2.0	10	2.5	28	7.0

Table 21. Length, day of week, and time preference for an educational program

Characteristic	Managers	
	No.	%
Length		
½ day	54	13.5
1 day	118	29.5
2 days	31	7.8
3 days	11	2.8
4 days	9	2.2
Day		
Monday	98	24.5
Tuesday	68	17.0
Wednesday	46	11.5
Thursday	20	5.0
Friday	4	1.0
Saturday	11	2.8
Sunday	17	4.2
Time^a		
8:00-9:00 a.m.	90	22.5
9:00-10:00	127	31.8
10:00-11:00	137	34.2
11:00-12:00	116	29.0
12:00-1:00 p.m.	97	24.2
1:00-2:00	121	30.2
2:00-3:00	130	32.5
3:00-4:00	117	29.2
4:00-5:00	90	22.5
5:00-6:00	55	13.8
6:00-7:00	51	12.8
7:00-8:00	60	15.0
8:00-9:00	50	12.5
9:00-10:00	44	11.0

^aMore than one response could be checked.

Table 22. Preferred community to attend a continuing education program by location of restaurant

Community/county	Location of restaurant				Total	
	Metropolitan (N = 155)		Rural (N = 245)		(N = 400)	
	No.	%	No.	%	No.	%
Ames/Story	0	0	4	1.0	4	1.0
Cedar Falls/Blackhawk	11	2.7	13	3.2	23	5.8
Cedar Rapids/Linn	43	10.7	39	9.7	82	20.5
Council Bluffs/Pottawattamie	1	.25	3	.75	4	1.0
Davenport/Scott	2	.5	12	3.0	14	3.5
Des Moines/Polk	1	.25	2	.5	3	.75
Dubuque/Dubuque	0	0	5	1.2	5	1.2
Marshalltown/Marshall	1	.25	11	2.7	12	3.0
Sioux City/Woodbury	26	6.5	31	7.7	57	14.2
Waterloo/Blackhawk	25	6.2	24	6.0	49	12.2
None of these	2	.5	8	2.0	10	2.5

location of the restaurant and in Table 24 by sex of the owner/manager. Almost 45% of the respondents selected meeting, conference, or workshop. Significantly more male than female restaurant owners/managers preferred this method of program delivery, $\chi^2(1, N = 400) = 5.36, p = .021$. All other choices were preferred by 11% or less of the respondents. Tele-conference from a local site was the least preferred method of delivery.

Ragg (1968) found training for managers was preferred in January and February, for one day a week, and from 2:00 to 4:00 p.m. Eighty percent indicated they would attend a training program if it were given.

Recommendations

Continuing education programs should be scheduled as one-day meetings, conferences, or workshops on Mondays in January between the hours of 9:00 to 11:00 a.m. and 1:00 to 3:00 p.m. The broad topics of greatest interest to restaurant managers in this study were improving the profitability of the restaurant and improving management effectiveness. These two topics should be addressed in the meetings.

In successful continuing education programs, presentation of the material takes into account the audience that is expected to attend. The typical restaurant manager in this study was male, 40 years of age or older, and a high school graduate. He had owned a restaurant for 5 years or less, had no educational preparation for restaurant management, but had previous work experience in foodservice. This manager has developed his restaurant management skills through experience and is likely to be skeptical of traditional educational programs.

Examples and activities used in a presentation should incorporate

Table 23. Preferred method of program delivery by location of restaurant

Method of delivery	Metropolitan (N = 155)		Rural (N = 245)		Total (N = 400)	
	No.	%	No.	%	No.	%
Independent study program	8	5.2	10	4.1	18	4.5
Meeting, conference, or workshop	79	51.0	96	39.2	175	43.8
Publications to read at your leisure	16	10.3	27	11.0	43	10.8
Teleconference from a local site	4	2.6	6	2.4	10	2.5
Video taped program	13	8.4	19	7.8	32	8.0

Table 24. Preferred method of program delivery by sex of the restaurant owner/manager

Method of delivery	Sex of owner/manager		Total (N = 400) No.	%
	Male (N = 222) No.	Female (N = 178) No.		
Independent study program	11	7	18	4.5
Meeting, conference or workshop	92	83	175	43.8
Publications to read at your leisure	15	28	43	10.8
Teleconference from a local site	4	6	10	2.5
Video taped program	18	14	32	8.0

relevant characteristics of the establishments owned or managed by those in attendance. The typical restaurant in this survey would be located in a rural county, might or might not serve alcoholic beverages, have annual sales of less than \$200,000, and have been in operation 10 years or less. The restaurant would be open for lunch and dinner from 10:00 a.m. to 8:00 p.m., and possibly for breakfast from 5:00-10:00 a.m., be open during each month of the year, seat 100 or fewer guests, and provide table or booth, and possibly counter service. This relatively small restaurant operation might show improved profitability if management skills were improved.

Although the questionnaire served its purpose well, several changes in the survey instrument are recommended:

1. State "over" at the bottom of the page if the questionnaire continues on the back page to ensure questions requiring a response are not overlooked.
2. Add columns for both yes and no responses to each path to restaurant management, to avoid assumption that a blank indicated that was not a path to restaurant management when it could have been an unanswered question (Question 3).
3. Reduce the scale used to rate the degree of helpfulness of each continuing education topic from five to three degrees of helpfulness (Questions 7-38). The responses tended to skew in this manner.
4. Give specific directions and use an example to clarify instructions when asking respondents to rank order a list of

topics (Question 39).

5. Delete question 48 because restaurants not independently owned were dropped from the study; additional information about those restaurants was not needed.
6. Include an all-inclusive response for questions with a non-continuous scale (Questions 41, 43, 44, 53, 55). For example, when asking what months of the year the restaurant is open, include "all months" as a response choice in addition to listing each month individually.
7. Add delivery and carryout to the types of services provided by restaurants (Question 58).

Similar studies could be undertaken to determine the training needs of managers of hotels, motels, and clubs. The results of these studies would contribute to the development of continuing education programs for hospitality managers. After continuing education programs have been offered in the areas of Iowa covered in the present study, a resurvey of respondents to determine whether they attended the programs and their assessment of those programs would be appropriate. Because perceptions of educational needs change over time, a survey similar to the present one in 5 to 10 years to provide comparative data would be of interest.

SUMMARY

The major purpose of this study was to assess the continuing education needs of selected restaurant managers in Iowa. Data were obtained from a survey. The objectives of this study were to:

1. Identify the perceived training needs of restaurant managers in the sample.
2. Collect demographic information about the managers and the restaurants.
3. Identify significant differences in demographics and perceived training needs attributable either to location of the restaurant or sex of the owner/manager.
4. Make recommendations regarding continuing education programs to meet the needs of this group of restaurant managers and revision of the questionnaire.

The final sample was limited to restaurants in four metropolitan counties (Johnson, Linn, Blackhawk, Woodbury) and their surrounding rural counties (Plymouth, Cherokee, Ida, Crawford, Monona, Butler, Bremer, Fayette, Buchanan, Benton, Tama, Grundy, Delaware, Iowa, Cedar, Jones, Muscatine, Louisa, Washington). Only independently owned and operated restaurants in which sales of food and nonalcoholic beverages exceeded sales of alcoholic beverages were of interest.

Mailing labels and a computer listing of restaurants in the 23 counties were purchased from the Iowa Department of Agriculture, through the supervisor of licensing. Establishments known not to meet the set of limitations were deleted from the list. The number of establishments on

the original printout was 1639; 930 establishments were considered to be independently owned and operated restaurants that should be included in the survey. A project proposal was then prepared to obtain funding for the survey. To encourage restaurant managers to participate in the survey a notice was prepared for The Appetizer, the newsletter printed by the Iowa Restaurant and Beverage Association.

In order to accomplish the objectives, a questionnaire was developed to assess the continuing education needs of restaurant managers in Iowa. The questionnaire contained 58 items and was divided into three sections: owner/manager characteristics, restaurant characteristics, and managers' perceived continuing education needs. The questionnaire was pilot tested with eight restaurant managers in Ames and a nearby community. After final revisions were made, a postcard was sent to the 930 Iowa restaurant managers in the sample on May 1, 1985 indicating that a survey questionnaire would be mailed to them. One week later, a cover letter explaining the purpose of the study, a questionnaire, and a self-addressed, stamped return envelope was sent to each restaurant manager in the sample. Three weeks later a follow-up mailing was sent to those who had not responded.

Of the 464 responses received, 400 were useable. Data were analyzed using a packaged computer program entitled Statistical Analysis System (SAS Institute, Inc., 1985). The frequency procedure with chi-square options was used to analyze most data for significant differences related to location of restaurant and sex of the restaurant owner/manager. The means procedure was used to analyze responses on continuing education topics.

Of the 400 respondents, 84% were owners of their restaurants, and most of the other respondents were managers employed by the owner. Approximately one fourth of the respondents had been managing their restaurants for 1 year or less, whereas two-thirds had been managing their restaurants from 2-5 years.

The most common path to restaurant management was previous work experience in foodservice, which was cited by 49% of the respondents. Twenty percent entered the family business and 19% worked their way up through the organization. Only 9% had either vocational or academic training as preparation for restaurant management. Approximately half of the respondents had completed 12 years of school; 42% had completed 13 or more years of school, with 18% assumed to have completed requirements for a baccalaureate degree. Of the 400 respondents, 56% were males and 44% were females. Almost 60% of the respondents were 40 or more years old.

Significantly more managers in rural than in metropolitan counties cited previous work experience in foodservice as their path to restaurant management, as did significantly more female than male managers. On the other hand, significantly more managers in metropolitan than in rural counties had worked their way up through the organization, as did significantly more male than female managers. Significantly more men than women had vocational or academic training in restaurant management.

Significantly fewer restaurant owners/managers in metropolitan counties than in rural counties, and significantly fewer male than female owners/managers, had completed 12 or less years of school. Twice as many men as women were employed as owners or managers of restaurants located

in metropolitan counties.

Thirty-nine percent of the 400 restaurants were located in metropolitan counties, and 61% were in rural counties. No alcoholic beverages were sold in 48% of the restaurants. Fifty percent of the restaurants served beer, 42% served wine, and less than 40% served liquor. Of the 170 restaurants for which the percentages of alcoholic beverage sales were provided, 62% had sales representing 1-25% of total sales. An estimate of total food and beverage sales for the last business year was given by 91% of the respondents. About 20% of all restaurants had sales in each of the three lowest sales categories: less than \$50,000, \$50,000 to \$99,999, and \$100,000 to \$199,999.

Of the 400 restaurants in the survey, 52% had been in operation for 10 years or less; about 14% of all restaurants had been in operation for 1 year or less. Twenty-eight percent had been in operation for 11-25 years. Forty-three percent of the restaurants were open for business from 5:00 to 10:00 a.m., a minimum of 70% were open from 10:00 a.m. to 8:00 p.m., and fewer than 10% were open between 12:00 midnight and 5:00 a.m. Breakfast was served by 48% of the restaurants in the survey, whereas 86% served lunch and dinner. Each month from 88 to 98% of the restaurants were open. Fewer restaurants were open from November through March.

The size of separate lounges was indicated for only 103 restaurants. Of these, 60% had seating for 1-50 guests. The maximum number of lounge seats was 400. Twenty-seven percent of the respondents indicated their restaurants could seat fewer than 50 people, 40% could seat 51-100 patrons,

and 24% could seat from 101-200 guests. The most common types of service provided by restaurants were table or booth service (85%), counter service (50%), banquet service (34%), buffet service (28%), and off-premise catering (25%).

Significant differences existed between restaurants located in metropolitan and rural counties. Fewer restaurants in metropolitan than in rural counties served no alcoholic beverages; more restaurants in metropolitan than in rural counties served beer and liquor. Fewer restaurants in metropolitan than in rural areas had food and beverage sales of less than \$100,000; a higher percentage of restaurants in metropolitan than in rural counties had sales of \$200,000 or more. More restaurants in rural than metropolitan counties were open between 5:00 and 10:00 a.m. for breakfast. A smaller percentage of restaurants located in metropolitan counties than in rural counties had restaurant seating for 100 or fewer people. Fewer restaurants in metropolitan than rural counties offered buffet or counter service.

Several restaurant characteristics differed significantly by the sex of the owner/manager. More female managers served no alcoholic beverages in their restaurants; more male managers served beer, wine, and liquor. More females than males owned or managed restaurants that were open between 5:00 and 10:00 a.m. for breakfast and a greater number of males than females owned/managed restaurants that were open between 5:00 and 12:00 p.m. for dinner. Seating capacity in both the lounge and the restaurant was greater in establishments owned/managed by males than by females. Counter service was more prevalent in restaurants owned/managed

by females. These data help explain why more male than female owners/managers had food and beverage sales of \$100,000 or more.

Restaurant owners/managers were given a list of 31 continuing education topics. They were asked to indicate what topics would be most helpful to them as managers by rating each topic from 1 (no help) to 5 (great help). Purchasing wine and liquor and unions in food service were topics considered to be of no help by at least 60% of the respondents. Marketing nutrition and fitness (item 12) and scheduling employees (item 14) were considered to be of no help by at least 31% of the owners/managers.

Ten topics were considered to be of great help by at least 30% of the respondents. In rank order, they were:

Understanding legal aspects of the business

Determining and controlling food/beverage costs

Conserving energy in your operation

Managing stress

Determining and controlling labor costs

Determining the profitability of your business

Motivating employees

Marketing your restaurant

Forecasting sales and expenses

Using a computer for cost control

Seven of these ten topics are related to improving the profitability of the restaurant.

The 5-point scale was reduced to three levels by combining scales 1 and 2 and scales 4 and 5. Using the reduced scale, significant differences

were found by location of the restaurant. The following topics were considered to be more helpful to managers of restaurants in metropolitan counties than in rural counties:

Motivating employees

Merchandising foods

Training employees

Interviewing and selecting employees

Evaluating employees

Marketing nutrition and fitness

Purchasing wine and liquor

Four of the seven topics relate to developing productive employees. Determining and controlling food and beverage costs and determining the profitability of your business were scored as being of greater help to women than men.

Given a list of five broad continuing education topics, respondents were asked to rank order them from 1 (least interest) to 5 (most interest). Improving the profitability of your restaurant was the topic of most interest, having received a score of 5 from 58% of managers. The topic of least interest, improving physical facilities, received a score of 1 from 40% of managers. The remaining topics could not be clearly categorized. Mean scores were used to order the topics from most interest to least interest, as follows:

Improving your management effectiveness (3.4)

Improving the profitability of your restaurant (3.1)

Developing productive employees (3.0)

Preparing delicious food (3.0)

Improving physical facilities (2.9)

The distribution of scores was such that improving management effectiveness surpassed improving profitability of the restaurant using this method of determining interest.

Sixty-two percent of the respondents stated they would attend a continuing education program. There was little consensus as to when such programs should be scheduled. The most favored responses received about 30% or less of the vote. One-day meetings, conferences, or workshops scheduled on Monday between the hours of 9:00 to 11:00 a.m. and 1:00 to 3:00 p.m. in January would meet the needs of most managers in this survey. Teleconference from a local site was the least preferred method of program delivery.

When developing continuing education programs the group of people attending must be taken into consideration. The typical restaurant manager in this study was male, 40 years of age or older, and a high school graduate. He had owned a restaurant for 5 years or less, had no educational preparation for restaurant management, but had previous work experience and is likely to be skeptical of traditional educational programs. Improving the profitability of the restaurant may be an incentive for these managers to attend a continuing education program.

The broad topics of greatest interest to restaurant owners/managers in this study were improving the profitability of the restaurant and improving management effectiveness. In presenting these continuing education topics, the characteristics of the restaurants should be considered

so appropriate examples and activities can be incorporated into the program. The typical restaurant in this study would be located in a rural county, might or might not serve alcoholic beverages, have annual food and beverage sales of less than \$200,000 per year, and have been in operation 10 years or less. The restaurant would be open from 10:00 a.m. to 8:00 p.m. for lunch and dinner and possibly for breakfast from 5:00 to 10:00 a.m., be open during each month of the year, seat 100 or fewer guests, and provide table or booth, and possibly counter service. This typical restaurant can be described as being a small establishment in which improved management skills should positively affect its profitability.

Overall, the questionnaire was effective. Recommendations were made for the survey instrument related to response choices, use of examples, and addition or deletion of information. Recommendations for future studies were also made.

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The author also appreciates the efforts of Rocky Lavallo to encourage members of the Iowa Restaurant and Beverage Association to participate in the survey.

I would also like to extend a sincere thank you to my fellow graduate students for lending their shoulders and ears, especially to Sharon Hildebrand for the hours spent transferring zip codes.

I wish to express a special thanks to my mother, father, and brother for their love and support during my education.

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in the data analysis and for helping me realize that life has only those restrictions which we ourselves place upon it.

APPENDIX

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Notice prepared for publication in The Appetizer

Restaurant Survey

What should be the content of continuing education programs for Iowa restaurant owners/managers? To answer this question, a survey is being mailed to restaurant managers in 23 counties by the Department of Hotel, Restaurant, and Institution Management at Iowa State University. If you receive one, please complete it and return it promptly. The information will be used to develop continuing education programs for restaurant managers/owners. Thank you for your cooperation.

Department of Hotel, Restaurant, and Institution Management
Iowa State University
May 1985

RESTAURANT SURVEY

DIRECTIONS: Place an X in the blank preceding the answer that best applies to you OR fill in the blank with the information requested.

Owner/Manager Characteristics

1. What is your position in the restaurant?
 _____ Owner/Manager
 _____ Manager employed by owner
 _____ Other, specify _____

2. How long have you been managing this restaurant? _____ years

3. What was your path to restaurant management? (check all applicable paths)
 _____ Entered the family business.
 _____ Worked way up through the organization.
 _____ Had previous work experience in foodservice.
 _____ Had vocational training in restaurant management.
 _____ Had academic training in restaurant management.
 _____ Other, specify _____

4. How many years of school have you completed? (circle the number of years)
 6 7 8 9 10 11 12 13 14 15 16
 Other, specify _____

5. What is your sex?
 _____ Male _____ Female

6. What is your age?
 _____ less than 20 _____ 40-49
 _____ 20-29 _____ 50-59
 _____ 30-39 _____ 60 or more years

Manager's Perceived Continuing Education Needs

If continuing education were available, what topics would be most helpful to you as a manager?

	No Help 1	2	Some Help 3	4	Great Help 5
7. Planning menus					
8. Purchasing food in quantity					
9. Purchasing wine and liquor					
10. Preparing food in quantity					
11. Merchandising food					
12. Marketing nutrition and fitness					
13. Interviewing and selecting employees					
14. Scheduling employees					
15. Motivating employees					
16. Training employees					
17. Evaluating employees					
18. Improving communication skills					
19. Developing effective leadership skills					
20. Developing loyal customers					
21. Understanding legal aspects of the business					
22. Managing stress					
23. Making effective decisions					
24. Selecting and arranging equipment					
25. Remodeling your restaurant					
26. Conserving energy in your operation					
27. Maintaining high sanitation standards					
28. Marketing your restaurant					
29. Determining and controlling labor costs					
30. Determining and controlling food/beverage costs					
31. Forecasting sales and expenses					
32. Pricing menus					
33. Determining the profitability of your business					
34. Using a computer for cost control					
35. Determining a selling price for a restaurant					
36. Unions in foodservice					
37. Trends in the restaurant industry					
38. Other, specify _____					

39. Which of the following program types would be of interest to you?
 (Rank each topic, assigning the topic of most interest 5 and the topic of least interest 1)
- | | |
|---|---|
| <input type="checkbox"/> Developing productive employees | <input type="checkbox"/> Increasing your management effectiveness |
| <input type="checkbox"/> Improving physical facilities | <input type="checkbox"/> Preparing delicious food |
| <input type="checkbox"/> Improving the profitability of your restaurant | |

40. Do you think you would attend a program if it were given?
 Yes No (skip to question 47)

41. Select three months during which you would prefer to attend a program, and rank these three months as 1 = most preferred, 2 = next most preferred, etc.
- | | | | |
|-----------------------------------|--------------------------------|------------------------------------|-----------------------------------|
| <input type="checkbox"/> January | <input type="checkbox"/> April | <input type="checkbox"/> July | <input type="checkbox"/> October |
| <input type="checkbox"/> February | <input type="checkbox"/> May | <input type="checkbox"/> August | <input type="checkbox"/> November |
| <input type="checkbox"/> March | <input type="checkbox"/> June | <input type="checkbox"/> September | <input type="checkbox"/> December |

42. Check the preferred length of a program.
 ½ day 1 day 2 days 3 days 4 days

43. What day of the week would you prefer a program? (check one)
- | | | | | |
|-----------------------------------|----------------------------------|------------------------------------|-----------------------------------|---------------------------------|
| <input type="checkbox"/> Monday | <input type="checkbox"/> Tuesday | <input type="checkbox"/> Wednesday | <input type="checkbox"/> Thursday | <input type="checkbox"/> Friday |
| <input type="checkbox"/> Saturday | <input type="checkbox"/> Sunday | | | |

44. Check the time periods you would be available to attend a program.

am					pm								
8-9	9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

45. Indicate the community in which you would prefer to attend a program. (check one)
- | | | |
|---|---------------------------------------|--|
| <input type="checkbox"/> Ames | <input type="checkbox"/> Davenport | <input type="checkbox"/> Sioux City |
| <input type="checkbox"/> Cedar Falls | <input type="checkbox"/> Des Moines | <input type="checkbox"/> Waterloo |
| <input type="checkbox"/> Cedar Rapids | <input type="checkbox"/> Dubuque | <input type="checkbox"/> None of these; specify reason |
| <input type="checkbox"/> Council Bluffs | <input type="checkbox"/> Marshalltown | _____ |

46. What method of program delivery would you prefer? (check one)
- Independent study program
 - Meeting, conference, or workshop
 - Publications to read at your leisure
 - Teleconference from a local site
 - Video taped program

Restaurant Characteristics

47. What type of restaurant do you own/manage?
 Independent Chain Franchise
48. If you checked chain or franchise, is it locally owned?
 Yes No
49. What types of alcoholic beverages do you serve?
 Beer Wine Liquor None (skip to question 51)
50. Approximately what percentage of sales in your restaurant are derived from alcoholic beverages? _____ %
51. What is your estimate of total food and beverage sales in your restaurant for the last business year?
 less than \$50,000 \$300,000-399,999
 \$ 50,000- 99,999 \$400,000-599,999
 \$100,000-199,999 \$600,000-699,999
 \$200,000-299,999 \$700,000 or more
52. How long has your restaurant been in operation? _____ years
53. During which of the time periods listed below is your restaurant open for business?
 5:00 am - 10:00 am 5:00 pm - 8:00 pm
 10:00 am - 2:00 pm 8:00 pm - 12:00 midnight
 2:00 pm - 5:00 pm 12:00 midnight - 5:00 am
54. What meals do you serve in your restaurant?
 Breakfast Lunch Dinner Other, specify _____
55. During what months of the year is your restaurant open?
 January April July October
 February May August November
 March June September December
56. If your restaurant has a separate lounge, how many customers may be seated in the lounge at one time? _____
57. How many customers may be seated in the restaurant at one time? _____
58. Check all the types of service that you provide.
 Banquet Counter
 Buffet Table or booth
 Cafeteria Vending
 Car service Window service
 Catering, off-premise Other, specify _____

Postcard

May 1985

In a few days, you will receive a letter and a survey questionnaire from Iowa State University. The survey is being conducted by the Department of Hotel, Restaurant, and Institution Management to obtain information for developing continuing education programs for restaurant managers in Iowa.

Your response will be very important to the success of the survey. Your cooperation will be very much appreciated.

/S/

James J. Huss
Extension Specialist

Iowa State University *of Science and Technology*



Cooperative Extension Service

Ames, Iowa 50011

● Hotel, Restaurant, and
Institution Management
9E MacKay Hall
Telephone 515-294-3527

May 10, 1985

Dear Restaurant Manager:

Several days ago, you received a postcard indicating that you would be mailed a survey questionnaire from Iowa State University. Hotel, Restaurant, and Institution Management Extension is sponsoring this survey. Your business was selected from a list of licensed restaurants in 23 Iowa counties. We are interested in obtaining information about you, the restaurant manager, and your restaurant operation. The information will be used to develop continuing education programs for restaurant managers in Iowa. Results will be reported only in summary form; all individual responses will remain confidential.

Your response is very important to the success of the survey. It will take only 15 minutes to complete the questionnaire. If you have any questions about the questionnaire, please call the above number and ask for Jim Huss.

We encourage you to complete the questionnaire and return it promptly in the enclosed envelope. We would like to receive all questionnaires by May 24, 1985. Thank you for your cooperation.

Sincerely,

James J. Huss
Extension Specialist

Thomas E. Walsh, PhD
Department Head

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and justice for all

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Iowa State University and U. S. Department of Agriculture cooperating

Iowa State University *of Science and Technology*

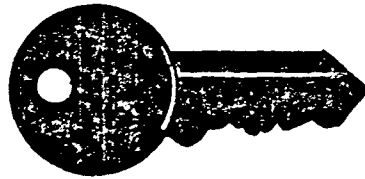


Cooperative Extension Service

Ames, Iowa 50011

● Hotel, Restaurant, and
Institution Management
9E MacKay Hall
Telephone 515-294-3527

May 31, 1985



YOU are the key to our study.

Dear Restaurant Manager:

Early in May, we asked if you would help us determine the training needs of restaurant managers by completing and returning a brief questionnaire. We have not received your response. Another copy of the questionnaire is enclosed for your convenience. We are collecting the information as a basis for developing continuing education programs for restaurant managers in Iowa. YOU are the key to our study. We need your input in order to make this study a success.

Please return the questionnaire in the self-addressed stamped envelope by Monday, June 10, 1985. Thank you for your cooperation.

Sincerely,

James J. Huss
Extension Specialist

Thomas E. Walsh, Ph.D.
Department Head

/vvv