# Job satisfaction of selected dietary managers

by

Terri Lynn Vyskocil-Czajkowski

A Thesis Submitted to the
Graduate Faculty in Partial Fulfillment of the
Requirements for the Degree of
MASTER OF SCIENCE

Major: Hotel, Restaurant, and Institution Management



Iowa State University
Ames, Iowa

1990

TABLE OF CONTENTS

# LIST OF TABLES

# DEDICATION

This work is dedicated to the Lord, who, by His Grace, has given me eternal life and has blessed every part of my life so generously.

# INTRODUCTION

Employee job satisfaction has been given considerable attention by researchers because of the importance of work in peoples' lives (Mok & Finley, 1986; Spector, 1985). Job satisfaction research has moved away from studying the effect of economic and structural variables towards studying the effect of attitude and interpersonal factors. As the benefits of job satisfaction became apparent, research was directed toward improving the quality of work life by manipulation of the work environment through job design (Muchinsky, 1983).

Job satisfaction research shifted to understanding factors of jobs, once researchers realized total job satisfaction could be masking dissatisfaction with parts of jobs (Muchinsky, 1983). Factors that could influence job satisfaction were work itself, co-workers, supervision or lack of supervision, authority, responsibility, and rewards (Chacko, 1983; Mullins, Nelson, Busciglio, & Weiner, 1988). In addition, researchers have looked at various demographic variables that also could be related to job satisfaction.

Job satisfaction was found to be associated with employee turnover, a costly factor to organizations (Mobley, Horner, & Hollingsworth, 1978; Muchinsky, 1983; Roberts & Savage, 1973; Rublee, 1986; Taunton, Krampitz & Woods, 1989). Employee turnover could have a great impact on an organization's productivity and quality of services as they both tend to decrease during turnover (Katz, 1964). This finding could be especially important to the foodservice industry which has been troubled with high

turnover rates (Wasmuth & Davis, 1983).

Weisman and Nathanson (1985) and Wiggins and Moody (1983) found job satisfaction also affected staff effectiveness. Staff attitudes and behaviors were shown to influence services provided to patients or clients. Positive staff attitudes or behaviors were found to be determinants that elicited positive attitudes or behaviors from clients or patients. Understanding the relationship of job satisfaction on staff attitudes and the impact on patient/client behaviors could be important in health care as medical technology continues to advance and becomes more complex (Goldin, 1985).

As the number of elderly in the population rises, the demand for quality long-term care increases (Linn & Linn, 1980). The quality of foodservices continues to be important because of the association food has on quality of care of patients. This is evidenced by the concern for quality foodservice addressed in the Omnibus Budget Reconciliation Act of 1987 and Chapter 58 Iowa Administrative Code Rules Setting Minimum Standards for Intermediate Care Facilities (Iowa Department of Inspections and Appeals, Division of Health Facilities, 1989). Included as a goal for long-term care facilities was to provide food that is attractive, tasty, and meets the recommended daily allowances. Furthermore, quality of meal service in long-term care facilities has been shown to be an indicator of quality of care of patient satisfaction and has been found to affect decisions to place individuals in a facility (Linn, 1974; Linn & Gurel, 1969). It is important to understand the factors related

to job satisfaction that influence the quality of care all patients or residents deserve. In long-term care facilities, the dietary manager plays a vital role in providing patients/residents with quality meal service to improve their quality of life (Chapter 58 Iowa administrative rules setting minimum standards for intermediate care facilities, 1989).

Only one study was found concerning the job satisfaction of dietary managers. A survey of nursing home personnel, including dietary managers, assessed organizational structure, social power, and job satisfaction. All job classes were grouped together so the job satisfaction of dietary managers alone could not be determined (Mullins et al., 1988). Therefore, a need existed to further study the impact of job satisfaction on the quality of work of dietary managers.

Therefore, the purpose of this study was to assess the job satisfaction level of selected dietary managers and also determine the relationship between job satisfaction and job characteristics, conditions of employment, and demographic variables. It is expected that the data and results from this study may be of some assistance to people who have contact with dietary managers, especially due to the lack of research with this group.

The study was designed to attain the following objectives:

1. Identify the job satisfaction level of selected dietary managers.
2. Determine the relationship between job satisfaction and job characteristics, conditions of employment, and demographic

characteristics.

## Limitations of the Study

The following limitations apply to this study:

1. The data collected will represent a select group of dietary managers.
2. No generalizations will be made beyond the sample of dietary managers completing the study.

## Definitions

Definitions of terms used throughout the research study are as follows:

1. Dietary manager: A professional foodservice operations manager who is educated, competent, and experienced and is employed by institutional and health care facilities (Dietary Managers Association).
2. Certified dietary manager: Someone who has obtained the level of training and experience established by the Certifying Board for Dietary Managers and has passed an entry-level credentialing examination (Dietary Managers Association).

# REVIEW OF LITERATURE

The review of literature addressed five subtopics: importance of job satisfaction, factors of job satisfaction, job satisfaction and turnover and absenteeism, job satisfaction as a determinant of employee effectiveness, and importance of foodservices on quality of life in Ülong-term care facilities.

## Importance of Job Satisfaction

Employee job satisfaction has received an extensive amount of attention. It has been estimated that 4,793 articles have been written on the topic by 1985 (Spector, 1985). Job satisfaction was defined by Locke (1976) as the pleasurable or positive emotional state that is the product from the valuation of a person's job or experience associated with the job. Spector (1985) stated ". . . job satisfaction represents an affective or attitudinal reaction to a job" and ". . . job attitudes arise from an interaction; certain aspects of jobs should lead to satisfaction of particular job aspects."

Muchinsky (1983) found people believed that having a satisfying job was a societal right. He also stated job satisfaction research has shifted from studying economic and structural variables to studying attitude and interpersonal factors as they relate to the work environment.

Roberts and Savage (1973) stated measurement of employee job satisfaction was important for the following reasons: people are

resources, job satisfaction may be related to job performance, absenteeism and turnover are effects of lack of job satisfaction, and it is helpful to know how employees feel about their jobs. They indicated that surveying job satisfaction of employees could facilitate job restructuring to improve organizational climate as employees who participated could express their feelings to higher management. Surveys also could indicate the degree of participation employers desire in decision-making.

Katz (1964) stated achievement of intrinsic job satisfaction, i.e., enjoyment of work, was the motivational route to greater productivity and quality production. Muchinsky (1983) found absenteeism, turnover, and performance were associated to job satisfaction. An earlier finding by Katz (1964) indicated turnover and absenteeism rates could be partial measures of productivity and organizational effectiveness.

## Factors Affecting Job Satisfaction

Job satisfaction and performance of 304 nonmanagerial women employees in school foodservice were compared to 279 female hospital foodservice employees. Hospital employees were less satisfied with the work itself, supervision, co-workers, and overall satisfaction but more satisfied with pay. When comparing high and low performers based on job performance ratings by supervisors, greater job satisfaction was indicated by high performers (Hopkins, Vaden & Vaden, 1979).

Chacko (1983) interviewed 1,086 American employees during 1973 and 1977 to determine the relationship between job and life satisfaction. He reported that, in general, life or nonwork satisfaction was affected more

by job satisfaction than job satisfaction was affected by life satisfaction. Life satisfaction was positively affected by satisfaction with supervision and pay and promotion and negatively affected by working conditions. Life satisfaction influenced satisfaction with work itself, authority, and responsibility.

Only one study was found that reported job satisfaction of dietary managers. Mullins, Nelson, Busciglio, and Weiner (1988) surveyed the job satisfaction of 439 employees from 46 for-profit nursing homes. These employees were department heads, including dietary managers, registered or licensed practical nurses, and nurse's aides. The survey assessed organizational structure, social power, and job satisfaction. Findings suggested the highest level of satisfaction for this group of employees occurred in a working environment where they were rewarded for good work and were not coerced by supervisors. However, the job satisfaction of dietary managers could not be determined by the results since the data from all job classes were grouped.

Other factors could affect job satisfaction such as demographic variables and job or task characteristics such as supervision or work autonomy. Weaver (1977) collected data from the National Opinion Research Center's General Social Survey of 633 respondents aged 18 and over and employed full-time. A positive relationship existed between job satisfaction and those respondents who were in a supervisory position. No significant relationship was found between job satisfaction and sex. When sex and supervisory position were controlled, the correlation

between job satisfaction and pay, race, occupational prestige, and work autonomy decreased. However, the variables accounted for less than 6% of the variation in job satisfaction.

In a study of 800 hospital employees, Zahra (1985) found a higher commitment resulted when leaders specified responsibilities and clarified tasks for employees. Organizational commitment was significantly related to job satisfaction ($r=.31$, $p<.001$) and job characteristics ($r=.22$, $p<.0001$). Males were less committed than females, and there was a slight negative correlation between commitment and education ($r=.20$, $p<.001$).

Pizam and Neumann (1988) randomly sampled 145 hotel employees in Central Florida to examine the roles of task characteristics as indicators of job satisfaction and burnout for employees in the hospitality industry. Satisfaction with co-workers and supervisors was strongly determined by task characteristics. These two aspects of job satisfaction were in turn, determined by feedback received from supervisors and peers and the experienced meaningfulness of the job. Low degree of emotional exhaustion was associated with meaningful jobs, feedback from supervisors and peers, and jobs with a high degree of task identity. The possibility for emotional exhaustion was greater for those respondents who thought their jobs had more impact on others.

The relationships between job satisfaction and job characteristics and demographic variables was studied by Duke and Sneed (1989). The findings of a three-part survey completed by 32 managerial and 147

nonmanagerial university foodservice employees showed job characteristics were significant predictors of job satisfaction. Dealing with other employees and feedback were found to be the strongest indicators of job satisfaction.

## Job Satisfaction and Turnover and Absenteeism

Nursing home service, technical, clerical, and nursing service personnel were surveyed in 1983 (N=397) and 1984 (N=340) by Rublee (1986) to analyze employee turnover intentions and behavior. He found the following factors best predicted actual turnover: age, tenure, overall job satisfaction, contemplations of quitting, and intention or probability of quitting. Contemplations of quitting and the intention to quit were stimulated by dissatisfaction with the work itself, pay, promotion, and supervision. He supported an earlier finding by Mobley, Horner, and Hollingsworth (1978) that younger employees and lower tenured employees were more likely to search for other jobs when job satisfaction was lower than older and higher tenured employees.

A survey of 203 employees from various departments in a medium-sized southeastern, urban hospital was conducted to determine the relationship of job satisfaction and turnover. Findings showed intentions to quit was the single significant regression coefficient with turnover. Rather than affecting turnover directly, the effect of job satisfaction was on thinking of quitting and intentions of quitting. Thoughts of quitting were stimulated by job dissatisfaction and probability of finding an acceptable alternative (Mobley, Horner, &

Hollingsworth, 1978).

Registered nurses and other hospital professionals (N=71) of a midwestern academic medical center hospital were surveyed to determine the relationship of absenteeism to retention. Job satisfaction was related directly to absenteeism, and absenteeism was associated with a majority of the variables in the Price and Mueller casual model of turnover (1981). Spells of absences were related directly to job satisfaction, and job satisfaction or intent to stay was significantly related to the predictor variables opportunity elsewhere, participation, instrumental communication, and promotional opportunity. Job satisfaction or intent to stay also was positively related ($r=.40$, $p<.01$) to routinization or the degree of repetition of the job (Taunton, Krampitz, & Woods, 1989).

## Job Satisfaction as a Determinant of Employee Effectiveness

Staff attitudes also could affect services provided to patients or clients. A study of 344 family planning clinic nurses in Maryland was done by Weisman and Nathanson (1985) to determine the relationship of staff job satisfaction and client satisfaction levels and rates of compliance with contraceptive prescriptions. The study showed a more satisfied staff and clientele were produced in clinics that employed older staff and maintained a lower level of staff conflict. Higher staff job satisfaction, client satisfaction, and client compliance rates resulted from work environments where nurses perceived they had greater

influence on clinic policies and procedures. Client satisfaction as determined through personal interviews was influenced more by staff satisfaction than client compliance rates.

Wiggins and Moody (1983) found job satisfaction to be a factor in the effectiveness of counselors. They designed a study to identify effective counselors. Participants were from religiously affiliated social service agencies, drug abuse agencies or clinics for battered wives. The participants were placed into high (n=50) and low (n=30) groups according to effectiveness determined by client and supervisor ratings. Participants in the low effectiveness group were less satisfied with their job position. This study did not determine if dissatisfaction led to ineffectiveness or if ineffectiveness led to dissatisfaction.

Opinions of 226 residents of extended care agencies concerning food and foodservices were obtained. Staff attitude was found to be an important factor that promoted satisfactory responses by residents (Grant & Hrycak, 1986). The National Citizen's Coalition for Nursing Home Reform (NCCNHR) conducted a study to find factors nursing home residents considered indicators of quality care and to assess how they thought quality care was accomplished. Over 150 residents participated in the survey. Staff with good attitudes and feelings was the most common indicator of quality care. Food was ranked third as a quality marker of care. Concerns expressed about food were need for variety, choices, proper preparation, and service. The residents decided the

professionally planned and supervised foodservice was of high value, and they would like an active role in planning, advising, and monitoring foodservices (Spalding & Frank, 1985).

## Importance of Foodservices on Quality of Life in Long-Term Care Facilities

Improvement in residents' quality of care and environment in long-term care facilities has received more consideration by researchers due to an increasing demand for long-term care (Connelly, Cohen & Walsh, 1977; Gottesman & Bourestom, 1984; Linn, Gurel & Linn, 1977). Keyt and Yavas (1988) indicated the percentage of Americans over the age of 65 will be 30% of the population in the 1990s.

The Omnibus Budget Reconciliation Act of 1987 (OBRA 87) demanded skilled-nursing facilities and intermediate-care facilities have quality assurance and assessment committees. These committees will direct attention to quality of life, including food quality and the process for complaint and grievance resolution (Herbelin, 1989). Chapter 58 Iowa Administrative Code Rules Setting Minimum Standards for Intermediate Care Facilities (Iowa Department of Inspections and Appeals, Division of Health Facilities, 1989) goals for long-term care facilities to improve resident quality of life included: to provide nursing care and services to meet needs that will develop the highest possible level of resident function, self-care, and independence; and to provide food that is attractive, tasty, and meets the Recommended Dietary Allowances.

A study of 183 registered or practical nurses from three nonprofit,

sectarian homes for the aged found more positive perceptions of the rehabilitation potential of institutionalized elderly residents by nurses with positive attitudes toward patients (Heller, Bausell, & Ninos, 1984). Hatton (1977) observed seven registered nurses at a long-term care facility to determine the relationship of nurses' attitudes toward the aged and nursing care. A positive relationship existed between staff attitude and behavior, and more positive interactions resulted from nurses with more favorable dispositions.

In a study of 83 residents who had recently made a selection of a long-term care facility, staff attitude and food were very important factors in selection of a facility. Performance scores for foodservice were rated fair by residents, indicating that concentration on improving this area should be pursued by facility management (Keyt & Yavas, 1988).

Alford (1986) indicated care-givers must demonstrate proper behavior to older people who in turn will exhibit proper behavior to facilitate optimum nutrition. Illness prevention and promotion of higher quality of life could occur with the manipulation of nutrition.

The quality of care in nursing homes was evaluated by six social workers who had contact with residents in 40 community nursing homes (Linn, 1974). Findings showed the quality of meal service was significantly related to ratings of quality of service provided by social workers.

Linn and Gurel (1969) conducted a study of 80 wives of men transferred to nursing homes from a Veterans Administration Hospital. They

found spouses who reacted in a negative manner to the meals offered in the nursing home would tend to have a negative attitude about placement in that facility, and poor meal quality could cause wives' positive attitudes to become negative. Social workers at these facilities also viewed meal quality important to the overall quality rating of the facility.

In a study of 1,000 males transferred from a hospital into 40 community nursing homes, Linn, Gurel, and Linn (1977) determined there was a significant positive relationship between meal service and quality of life of patients. Patient outcome was used as a measure of nursing home quality of care. Survival and improvement in health status also were related to meal services.

# PROCEDURE

## Development of Survey

A survey instrument was developed to assess job satisfaction of dietary managers in a midwestern state. The survey instrument (see Appendix C) contained three parts: the Job Satisfaction Survey (JSS) (Spector, 1985), demographic questions, and job task statements.

The JSS consisted of 36 short statements used to measure job satisfaction of employees. These evaluative statements were worded in both a positive and negative direction with approximately 50% in each direction. The statements were categorized into nine subscales: pay, promotion, supervision, benefits, contingent rewards (appreciation and recognition), operating procedures, co-workers, nature of work, and communication. There were four statements in each subscale. Spector (1985) reviewed the literature on factor analyses and conceptual analyses of satisfaction facets to identify the subscale categories. These categories were selected from a list of job satisfaction dimensions because they were most frequently chosen and most meaningful. All nine subscales of the JSS (Spector, 1985) had internal consistency reliability (coefficient alpha) values $\geq .60$ with all but two scales, operating procedures and co-workers, over .70. The total JSS reliability value was .91. Furthermore, the JSS was selected for use in this study for its simple vocabulary, thoroughness, conciseness and applicability to the foodservice industry.

The participants indicated their level of job satisfaction for each

statement of the JSS on a 6-point scale with 1=disagree very much, 2=disagree moderately, 3=disagree slightly, 4=agree slightly, 5=agree moderately, and 6=agree very much. The response choice intervals were approximately equal psychologically according to the scale values generated by Spector (1976, 1985). Overall job satisfaction of dietary managers was obtained by combining the satisfaction scores of the nine subscales.

Job tasks were identified through review of job descriptions of dietary managers. This section included 20 statements related to personnel management, resident/patient care, food production and service, menu planning, equipment, renovation, and administrative functions. The participants indicated the frequency in which they performed each task on an 8-point scale with 1=never, 2=at least once a year, 3=at least once every six months, 4=at least once every three months, 5=at least one to two times a month, 6=at least once a week, 7=more than once a week, and 8=daily. The survey instrument also included 14 questions to gather demographic data from the respondents.

Content validity of the instrument was reviewed by three consulting dietitians to health care facilities and two educators who were familiar with the various foodservice operations. These experts also assessed the survey for ease of use and clarity.

Suggestions for additional items in the demographic and job task parts were incorporated. Demographic information included in the final survey were: job title; sex; age; education levels; and length of

employment in any foodservice occupation, as a foodservice supervisor, in current foodservice position, and in specific foodservice organizations, i.e., long-term care and hospitals. Membership in the Dietary Managers Association, certification as a dietary manager, number of licensed and occupied beds in the facility, hours per month consulting dietitian was employed by facility, number of meals served per day, and hours of a typical work day also were included.

The survey instrument was pilot-tested with five foodservice employees who were representative of the population. Oral explanations and instructions were given by the researcher and an unlimited period of time was allowed to complete the survey. The average time for completion of the survey was 10.5 minutes with a range of 7 to 13 minutes. The survey was found to be understandable. The Iowa State University Use of Human Subjects in Research Committee reviewed and approved the survey instrument and plan for obtaining responses.

## Collection of Data

The survey instrument was administered at a 1989 State Dietary Managers Association Spring Meeting. The subjects included foodservice supervisors from long-term care facilities, hospitals, and school or college/university foodservices. The background and objectives of the study were explained to the participants and their cooperation in completing the survey was requested. The return rate was 86 surveys (98%). Code numbers were assigned to ensure anonymity of the respondents.

## Data Analysis

The negative worded statements of the JSS were recoded to correspond to the values of the positive worded statements. The job task response choices also were recoded in opposite order so the direction of point value would be similar to that of the JSS.

Data were analyzed using the Statistical Package for Social Science (SPSSX User's Guide, 1988). Statistical analyses included descriptive statistics, student's t-test, Pearson product-moment correlations, chi-squares, and oneway analysis of variance.

# RESULTS AND DISCUSSION

## Description of the Sample

The Job Satisfaction of Dietary Managers survey was completed by 86 respondents. The characteristics of the sample are shown in Table 1. Of the usable surveys, 42 (48.9%) of the respondents were dietary managers; 11 (12.8%) dietary supervisors; 7 (8.1%) dietary assistants; 11 (12.8%) foodservice supervisors; 6(7%) food production supervisors; and 9 (10.4%) other, including administrators, dietary aides, dietary cooks, food-service workers, and nutritional educators. Most respondents were female, 82 (95.3%), and 4 (4.7%) were male. It was interesting to note most respondents were 50-59 years old (25, 29.1%) with 1 (1.2%) less than 20 years of age; 7 (8.1%) from 20 to 29 years; 24 (27.9%) 30 to 39 years; 18 (20.9%) 40 to 49 years; and 11 (12.8%) 60 years of age or older. All respondents completed high school; 24 (27.9%) completed the 90-hour foodservice supervisor course; 40 (46.5%) finished the dietary manager's specialist course; 13 (15.1%) had attended technical school or some college; and 5 (5.8%) had bachelors degrees.

Over two-thirds (68.6%) were active members of the Dietary Managers Association; 4 (4.7%) were associate members; 6 (7%) were student members; and 17 (19.7%) were not members. Of the respondents, 46 (53.5%) were certified dietary managers. The average length of time respondents had been certified was 2.6 years with a range of 1 to 20 years. Respondents' current places of employment were: 34 (39.5%) long-term care; 41 (47.7%) hospitals; 1 (1.2%) respondent each from school and university

Table 1. Demographic characteristics of study sample

| Characteristics | n = 86 | |
|---|---|---|
| | n | % |
| Job title | | |
| Dietary manager | 42 | 48.9 |
| Dietary supervisor | 11 | 12.8 |
| Dietary assistant | 7 | 8.1 |
| Food service supervisor | 11 | 12.8 |
| Food production supervisor | 6 | 7.0 |
| Other | 9 | 10.4 |
| Sex | | |
| Male | 4 | 4.7 |
| Female | 82 | 95.3 |
| Age | | |
| Less than 20 | 1 | 1.2 |
| 20-29 | 7 | 8.1 |
| 30-39 | 24 | 27.9 |
| 40-49 | 18 | 20.9 |
| 50-59 | 25 | 29.1 |
| 60 or more | 11 | 12.8 |
| Education (highest level) | | |
| High school or equivalent | 4 | 4.7 |
| 90-hour food service supervisor course | 24 | 27.9 |
| Dietary manager specialist course | 40 | 46.5 |
| Technical school or some college | 13 | 15.1 |
| Bachelors degree | 5 | 5.8 |
| Membership in Dietary Managers Association | | |
| Active | 59 | 68.6 |
| Associate | 4 | 4.7 |
| Student | 6 | 7.0 |
| Nonmember | 17 | 19.7 |
| Certified Dietary Manager | | |
| Yes | 46 | 53.5 |
| No | 40 | 46.5 |

Table 1. Continued

| Characteristics | n = 86. n | % |
|---|---|---|
| Current place of employment | | |
| Long-term care | 34 | 39.5 |
| Hospital | 41 | 47.7 |
| School | 1 | 1.2 |
| University/college | 1 | 1.2 |
| Other | 2 | 2.3 |
| Missing | 7 | 8.1 |
| Hours worked per day | | |
| 6-6.99 hrs. | 1 | 1.2 |
| 7-7.99 hrs. | 19 | 22.1 |
| 8-8.99 hrs. | 56 | 65.1 |
| 9-9.99 hrs. | 7 | 8.1 |
| 11-11.99 hrs. | 1 | 1.2 |
| Missing | 2 | 2.3 |

college foodservices; 2 (2.3%) indicated other places of employment; and 7 (8.1%) did not indicate places of employment. Average length of time employed in current position was 17.8 years. More than half of the respondents (56, 65.1%) indicated they worked an average of 8-8.99 hours per day; only 1 (1.2%) worked 6-6.99 hours per day; 19 (22.1%) 7-7.99 hours; 7 (8.1%) 9-9.99 hours; 1(1.2%) 11-11.99 hours; and 2 (2.3%) did not indicate number of hours worked per day. Hours worked per day did not include time respondents took for meal breaks.

The average length of time respondents were employed in a position in any foodservice operation was 16.1 years with a range of 2 to 40 years; and as a foodservice supervisor, 9.6 years with a range of less

than 1 to 35 years. Table 2 shows the number of years respondents worked in various types of foodservice operations. Of the four types of foodservices, the highest average time employed was in hospitals, 13.52 years, and the lowest average time employed was in school foodservice, 6.38 years.

Table 2. Mean scores and standard deviations for years worked in various types of foodservice operations

| Type | Number[a] | Mean years | Standard Deviation | Range (years) |
|---|---|---|---|---|
| Long-term care | 41 | 9.83 | 5.47 | 1-21 |
| Hospital | 52 | 13.52 | 6.40 | 1-25 |
| School | 8 | 6.38 | 4.50 | 1-12 |
| University/college | 3 | 8.00 | 10.39 | 2-20 |

[a]Respondents could indicate more than one type of foodservice operation.

Respondents who worked in long-term care facilities or hospitals indicated the average number of licensed beds was approximately 123 beds, and the mean for number of occupied beds was 101 beds. Of foodservice operations that employed consultant registered dietitians, the average number of hours dietitians worked was 36.8 hours per month with a range of 4 to 160 hours. The number of meals provided by all foodservice operations per day averaged 287.3, ranging from 10 to more than 1,000.

The frequencies of performance of each job task are shown in Table 3 for the total sample. Job tasks were inspected for frequency of completion. Approximately two-thirds of the respondents ordered some type of food or supplies more than once a week or daily. The job tasks performed once a week or more, by more than half of the respondents were visit residents about dietary concerns, serve meals, and wash dishes or pots and pans 66.3%, 55.8%, and 51.2%, respectively. As might be expected, many dietary managers ordered some type of food or supplies more than once a week. Since 66.3% of respondents indicated they visit residents or patients at least once a week or more often, this could show the respondents are interested in the residents' dietary concerns. Over half of the respondents served meals and washed dishes or pots and pans at least once a week or more. This finding could be an indication that managerial duties have the potential to be neglected. It was interesting to note that 23% of the respondents never cooked or prepared meals.

The job task assist in planning for department construction/ renovation was completed by 50% of the respondents once or twice a year while 30% indicated never being involved in this task. Of the respondents, 57% recommended/selected large pieces of equipment for purchase at least once or twice a year. The performance of these two job tasks was expected to be infrequent due to their nature.

One-third of the respondents hired employees at least once a year, whereas approximately one-fourth performed this task at least once every three to six months. Over 50% of the respondents indicated they

Table 3. Frequencies for job tasks for total sample (n=86)

| Job Task | Daily | | More than once a week | | At least once a week | |
|---|---|---|---|---|---|---|
| | n | % | n | % | n | % |
| Cook or prepare meals | 11 | 12.8 | 14 | 16.3 | 8 | 9.3 |
| Serve meals | 24 | 27.9 | 13 | 15.1 | 11 | 12.8 |
| Wash dishes or pots and pans | 20 | 23.3 | 15 | 17.4 | 9 | 10.5 |
| Order all food and supplies | 29 | 33.7 | 26 | 30.2 | 8 | 9.3 |
| Recommend/select large pieces of equipment for purchase | 4 | 4.7 | -- | -- | 7 | 8.1 |
| Assist in planning for department construction/renovation | 6 | 7.0 | 1 | 1.2 | -- | -- |
| Visit residents about dietary concerns | 27 | 31.4 | 19 | 22.1 | 11 | 12.8 |
| Plan cycle menus | 6 | 7.0 | 6 | 7.0 | 5 | 5.8 |
| Plan modified diet menus | 10 | 11.6 | 6 | 7.0 | 4 | 4.7 |
| Initiate nutritional assessments | 12 | 14.0 | 10 | 11.6 | 9 | 10.5 |
| Attend care conferences | 4 | 4.7 | 6 | 7.0 | 16 | 18.6 |
| Hire employees | 3 | 3.5 | 1 | 1.2 | 2 | 2.3 |
| Discipline employees | 14 | 16.3 | 4 | 4.7 | 9 | 10.5 |
| Evaluate employees | 5 | 5.8 | -- | -- | 2 | 2.3 |
| Teach in-service classes | 2 | 2.3 | -- | -- | 3 | 3.5 |
| Schedule dietary employees | 18 | 20.9 | 2 | 2.3 | 20 | 23.3 |
| Train employees | 19 | 22.1 | 1 | 1.2 | 5 | 5.8 |
| Conduct employee meetings | 7 | 8.1 | 2 | 2.3 | 8 | 9.3 |
| Develop policies and procedures | 5 | 5.8 | 2 | 2.3 | 1 | 1.2 |
| Attend department head meetings | 3 | 3.5 | 3 | 3.5 | 14 | 16.3 |

| | n=86 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| At least 1-2 times a month | | At least once every 3 months | | At least once every 6 months | | At least once a year | | Never | | Missing | |
| n | % | n | % | n | % | n | % | n | % | n | % |
| 9 | 10.5 | 6 | 7.0 | 6 | 7.0 | 11 | 12.8 | 20 | 23.3 | 1 | 1.2 |
| 11 | 12.8 | 5 | 5.8 | 5 | 5.8 | 4 | 4.7 | 12 | 14.0 | 1 | 1.2 |
| 8 | 9.3 | 6 | 7.0 | 4 | 4.7 | 5 | 5.8 | 19 | 22.1 | -- | -- |
| 2 | 2.3 | -- | -- | 5 | 5.8 | 1 | 1.2 | 14 | 16.3 | 1 | 1.2 |
| 7 | 8.1 | 9 | 10.5 | 14 | 16.3 | 35 | 40.7 | 15 | 17.4 | 2 | 2.3 |
| 5 | 5.8 | 4 | 4.7 | 11 | 12.8 | 32 | 37.2 | 26 | 30.2 | 1 | 1.2 |
| 4 | 4.7 | 2 | 2.3 | 4 | 4.7 | 2 | 2.3 | 15 | 17.4 | 2 | 2.3 |
| 2 | 2.3 | 10 | 11.6 | 20 | 23.3 | 13 | 15.1 | 22 | 25.6 | 2 | 2.3 |
| 4 | 4.7 | 9 | 10.5 | 12 | 14.0 | 14 | 16.3 | 23 | 26.7 | 4 | 4.7 |
| 5 | 5.8 | 1 | 1.2 | 3 | 3.5 | 5 | 5.8 | 38 | 44.2 | 3 | 3.5 |
| 4 | 4.7 | 3 | 3.5 | 4 | 4.7 | 6 | 7.0 | 38 | 44.2 | 5 | 5.8 |
| 7 | 8.1 | 11 | 12.8 | 11 | 12.8 | 29 | 33.7 | 20 | 23.3 | 2 | 2.3 |
| 18 | 20.9 | 14 | 16.3 | 10 | 11.6 | 3 | 3.5 | 11 | 12.8 | 3 | 3.5 |
| 10 | 11.6 | 8 | 9.3 | 9 | 10.5 | 36 | 41.9 | 14 | 16.3 | 2 | 2.3 |
| 24 | 27.9 | 8 | 9.3 | 10 | 11.6 | 16 | 18.6 | 20 | 23.3 | 3 | 3.5 |
| 27 | 31.4 | 3 | 3.5 | 1 | 1.2 | -- | -- | 14 | 16.3 | 1 | 1.2 |
| 7 | 8.1 | 11 | 12.8 | 8 | 9.3 | 23 | 26.7 | 10 | 11.6 | 2 | 2.3 |
| 28 | 32.6 | 11 | 12.8 | 8 | 9.3 | 7 | 8.1 | 14 | 16.3 | 1 | 1.2 |
| 5 | 5.8 | 12 | 14.0 | 11 | 12.8 | 29 | 33.7 | 16 | 18.6 | 5 | 5.8 |
| 34 | 39.5 | 4 | 4.7 | 2 | 2.3 | 3 | 3.5 | 20 | 20.3 | 3 | 3.5 |

disciplined employees one-to-two times per month or more often. Of the respondents, 52% evaluated employees at least once every six months or once a year. Approximately 55% scheduled dietary employees at least once a week or one-to-two times a month. Frequencies of the previous job tasks appeared to be normal. It was expected that frequencies for hiring and evaluating employees would be lower than scheduling them.

Of the respondents, about one-fourth indicated they trained employees daily while slightly more than 25% did so at least once a year. The training of employees on a daily basis appears to be higher than expected.

The job tasks, develop policies and procedures was completed by one-third of the respondents. This finding could imply current policies and procedures were adequate or dietary managers were not allowed to write them. Approximately 56% of the respondents attended department head meetings at least once a week to one-to-two times per month. Teach in-service classes and conduct employee meetings were tasks most frequently performed at least one-to-two times a month.

More than 25% of the respondents never planned cycle menus or modified diet menus. Of the respondents, over 44% never initiated nutritional assessments or attended care conferences. However, approximately one-third performed these two tasks at least once a week or more often. The surprisingly low frequencies for performing these four job tasks could have been due to the assignment of these tasks to the consulting dietitian. Although the requirement for the consulting

dietitian to accomplish these tasks could have lightened the workload for dietary managers, it also could have taken the consulting dietitian away from spending more time solving problem areas in the department.

## Analysis of Job Satisfaction Scores

Job satisfaction was evaluated by asking respondents to answer the 36 evaluative statements in the Job Satisfaction Survey (JSS). Table 4 shows the means and standard deviations for the sample population for the JSS portion of the survey instrument. The response to the statement, I enjoy my co-workers, had the highest mean score with 5.55 on a 6-point scale with 6=agree very much. There were seven JSS statements with means from 4.5-5.49, agree moderately; 16 ranged from 3.5-4.49, agree slightly; and 11 from 2.5-3.49, disagree slightly. Respondents were most satisfied with their supervisors, the people they worked with, tasks they did at work, enjoyed their jobs and felt a sense of pride in doing the jobs with mean scores $\geq$ 4.5. The standard deviations related to satisfaction with supervisors indicated a wider range of mean scores for these statements. This sense of good interpersonal relationships appeared to be important to the respondents.

The two statements with the lowest mean scores were: there is really too little chance for promotion on my job and I have too much paperwork, with mean scores of 2.24 (SD=1.58) and 2.65 (SD=1.39), respectively. The lack of satisfaction with promotional opportunities may be related to the fact that in many foodservice operations, a dietary manager can be promoted only by moving into an administrative position

Table 4. Mean scores and standard deviations of Job Satisfaction Survey of total sample

| Statement | Subscale[a] | Mean Score | Standard Deviation (SD) |
|---|---|---|---|
| I feel I am being paid a fair amount for the work I do. | A | 3.80 | 1.57 |
| I feel satisfied with my chances for salary increases. | A | 3.68 | 1.56 |
| I feel unappreciated by the organization when I think about what they pay me. | A | 3.56[b] | 1.68 |
| Raises are too few and far between. | A | 2.74[b] | 1.63 |
| I am satisfied with my chances for promotion. | B | 3.37 | 1.64 |
| People get ahead as fast here as they do in other places. | B | 3.13 | 1.50 |
| Those who do well on the job stand a fair chance of being promoted. | B | 3.08 | 1.60 |
| There is really too little chance for promotion on my job. | B | 2.24[b] | 1.58 |
| My supervisor is quite competent in doing his/her job. | C | 5.00 | 1.30 |

Scale: 6 = agree very much, 5 = agree moderately, 4 = agree slightly, 3 = disagree slightly, 2 = disagree moderately, and 1 = disagree very much.

[a]Subscale: A = pay, B = promotion, C = supervision, D = benefits, E = contingent rewards (appreciation and recognition), F = operating procedures, G = co-workers, H = nature of work, and I = communication.

[b]Converted scale: 6 = disagree very much, 5 = disagree moderately, 4 = disagree slightly, 3 = agree slightly, 2 = agree moderately, and 1 = agree very much.

Table 4. Continued

| Statement | Subscale[a] | Mean Score | Standard Deviation (SD) |
|---|---|---|---|
| I like my supervisor. | C | 5.00 | 1.20 |
| My supervisor is unfair to me. | C | 4.82[b] | 1.40 |
| My supervisor shows too little interest in the feelings of subordinates. | C | 3.83[b] | 1.72 |
| The benefits we receive are as good as most other organizations. | D | 4.45 | 1.48 |
| The benefit package we have is equitable. | D | 4.28 | 1.50 |
| I am not satisfied with the benefits I receive. | D | 4.10[b] | 1.84 |
| There are benefits we do not have which we should have. | D | 3.04[b] | 1.52 |
| When I do a good job, I receive the recognition for it that I should receive. | E | 4.00 | 1.34 |
| I do not feel that the work I do is appreciated. | E | 3.76[b] | 1.51 |
| I don't feel my efforts are rewarded the way they should be. | E | 3.00[b] | 1.30 |
| There are few rewards for those who work here. | E | 2.91[b] | 1.54 |
| My efforts to do a good job are seldom blocked by red tape. | F | 3.78 | 1.50 |
| Many of our policies and procedures make doing a good job difficult. | F | 3.94[b] | 1.49 |
| I have too much to do at work. | F | 3.13[b] | 1.32 |
| I have too much paperwork. | F | 2.65[b] | 1.39 |

Table 4. Continued

| Statement | Subscale[a] | Mean Score | Standard Deviation (SD) |
|---|---|---|---|
| I like the people I work with. | G | 5.45 | 0.78 |
| I enjoy my co-workers. | G | 5.55 | 0.70 |
| I find I have to work harder at my job than I should because of the incompetence of people I work with. | G | 4.10[b] | 1.48 |
| There is too much bickering and fighting at work. | G | 3.27[b] | 1.70 |
| I like doing the things I do at work. | H | 5.49 | 0.61 |
| I feel a sense of pride in doing my job. | H | 5.45 | 0.89 |
| My job is enjoyable. | H | 5.17 | 0.83 |
| I sometimes feel my job is meaningless. | H | 4.22[b] | 1.57 |
| Communications seem good within this organization. | I | 3.74 | 1.46 |
| The goals of this organization are not clear to me. | I | 4.43[b] | 1.52 |
| Work assignments are often not fully explained. | I | 3.76 | 1.53 |
| I often feel that I do not know what is going on with the organization. | I | 3.30 | 1.50 |

and out of foodservice. The requirements of a dietary manager for recordkeeping and preparing production files result in an extensive quantity of paperwork. Since many dietary managers do not have assistants or someone to delegate paperwork to, a sense of frustration could arise from this requirement as less time could then be spent on supervision of food production and service tasks.

The mean scores and standard deviations for the total sample for the nine subscales of the JSS are shown in Table 5. Nature of work had the highest mean score, 5.08 (SD=.67), and supervision had a mean score of 4.63 (SD=1.11). This was a result of the higher scores for the individual statements for the subscale nature of work, such as, I feel a sense of pride in doing my job and my job is enjoyable. Statements from the subscale supervision included my supervisor is quite competent in doing his/her job and I like my supervisor. Again, the size of the standard deviation indicated a wider range of mean scores for these subscales.

The respondents agreed slightly with three satisfaction subscales, co-workers, benefits, and communication (mean scores=3.79 to 4.16). The subscale co-workers included statements, such as, I enjoy my co-workers and I like the people I work with. The subscale benefits included statements, such as, the benefit package we have is equitable and I am not satisfied with the benefits I receive. Statements for the subscale communication included the goals of this organization are not clear to me and work assignments are often not fully explained.

Table 5. Mean scores and standard deviations of Job Satisfaction Survey subscales and total satisfaction for total sample

| Factor | Subscale | Mean Score[a] | Standard Deviation |
|---|---|---|---|
| Pay | a | 3.45 | 1.23 |
| Promotion | b | 2.95 | 0.96 |
| Supervision | c | 4.63 | 1.11 |
| Benefits | d | 3.96 | 1.13 |
| Contingent rewards | e | 3.39 | 0.97 |
| Operating procedures | f | 3.38 | 0.80 |
| Co-workers | g | 4.16 | 0.89 |
| Nature of work | h | 5.08 | 0.67 |
| Communication | i | 3.79 | 1.09 |
| Total satisfaction | | 3.87 | 0.57 |

[a]Scale: 6 = agree very much, 5 = agree moderately, 4 = agree slightly, 3 = disagree slightly, 2 = disagree moderately, and 1 = disagree very much.

The mean scores for the subscales pay, contingent rewards, and operating procedures were 3.45 (SD-1.23), 3.39 (SD=.97), and 3.38 (SD=.80), respectively. The subscale pay included statements such as, I feel I am being paid a fair amount for the work I do and raises are too few and far between. Statements for the subscale contingent rewards included when I do a good job, I receive the recognition for it that I should receive and I do not feel that the work I do is appreciated. Some examples from the subscale operating procedures were many of our policies and procedures make doing a good job difficult and I have too much to do at work.

Promotion was the subscale with the lowest mean score, 2.95. This subscale included statements such as I am satisfied with my chances for promotion and people get ahead as fast here as they do in other places. The mean score for total JSS was 3.87 on the 6-point scale. This mean score may be an indication that respondents were somewhat satisfied with their jobs.

Relationship of JSS scores and demographic data

Pearson product-movement correlations were used to determine any relationships between the nine subscales and total JSS and various demographic variables (see Table 6). Statistically significant correlation coefficients between .20 and .35 were interpreted as showing a very slight relationship between the variables. As the correlation coefficients increased, the relationship between variables was judged to be of greater magnitude (Borg & Goll, 1989).

Table 6. Correlations between subscales and total JSS and selected demographic variables

| Variable | Pay | Promotion | Supervision |
|---|---|---|---|
| Hours per month dietitian employed by facility | .11 | -.27 | -.20 |
| Age | .11 | .19* | -.03 |
| Years employed in foodservice | .14 | .19* | -.08 |
| Years as foodservice supervisor | .07 | .03 | -.11 |
| Workhours per day | -.05 | .05 | .03 |
| Number of meals fed per day | .15 | -.04 | -.13 |
| Years in current position | .02 | -.13 | -.42*** |
| Years employed in long-term care facility | -.20* | -.12 | -.01 |
| Years employed in hospitals | .24* | .20* | -.08 |
| Years as a certified dietary manager | .17 | .01 | -.09 |
| Hours worked per day if employed in long-term care facilities | -.14 | .31* | .04 |

*$p \leq .05$.

**$p \leq .01$.

***$p \leq .001$.

| Correlation Benefits | Values Reward | Procedures | Co-workers | Nature of work | Communication | Total |
|---|---|---|---|---|---|---|
| -.21 | -.05 | .18 | -.27 | -.14 | .07 | .11 |
| -.05 | .07 | .02 | .31** | .12 | .15 | .10 |
| .11 | -.01 | -.003 | .09 | -.01 | .06 | .08 |
| .03 | .03 | .14 | .07 | .04 | .01 | -.01 |
| -.07 | -.15 | -.07 | .04 | .11 | .02 | -.02 |
| .04 | .02 | -.07 | -.06 | .03 | -.06 | -.01 |
| .03 | -.21* | .10 | -.13 | -.05 | -.12 | -.21* |
| -.16 | -.02 | .01 | .11 | .01 | -.01 | -.13 |
| .19* | .02 | .10 | .03 | -.01 | .05 | .14 |
| .14 | -.01 | -.04 | -.10 | -.04 | -.02 | .03 |
| -.14 | -.14 | -.05 | .19 | .36* | .13 | .08 |

There was a highly significant negative relationship between years in current position and the subscale supervision ($r=-.42$, $p\leq.001$). Very slight negative relationships existed between years in current position and the subscales contingent rewards ($r=.21$, $p\leq.05$) and total satisfaction ($r=-.21$, $p\leq.05$). There was a slightly negative relationship between years respondents worked in long-term care and subscale pay ($r=-.20$, $p\leq.05$). This could imply feelings of stagnation with the job as years go by without promotional possibilities. Perhaps as respondents acquire more tenure with their position, they become more competent and require more competency from their supervisors.

A positive significant relationship existed between number of hours worked per day for respondents who were from long-term care facilities and the subscales nature of work ($r=.36$, $p\leq.05$) and promotion ($r=.31$, $p\leq.05$). Respondents who were more satisfied with nature of work may have had more time to accomplish the tasks required by their jobs. This accomplishment could lead to greater job enjoyment and sense of pride in the work completed.

Very slight significant ($p\leq.05$) relationships also existed between years respondents worked in hospitals and satisfaction with the subscales pay ($r=.24$), promotion ($r=.20$), and benefits ($r=.19$). The subscale promotion also was very slightly related to respondents' ages ($r=.19$), and to years employed in any foodservice operation ($r=.19$). Promotion and pay appear again to be of a concern with these variables. Respondents' ages were slightly related to the subscale co-workers

($r=.31$, $p \leq .01$). This finding is supported by the study by Weisman and Nathanson (1985) who found more satisfaction existed when clinics employed older staff and maintained a lower level of staff conflict.

The student's t-test was used to measure differences between various demographic variables and the JSS subscales and total satisfaction values. The respondents who had worked in hospitals had mean scores that were significantly higher ($p \leq .05$) for contingent rewards (mean score= 3.46) and total satisfaction (mean score=3.99) than those who had worked in long-term care facilities (mean scores=3.28, 3.66, respectively). This was contrary to the findings of Hopkins et al. (1979), who reported female hospital foodservice employees had a lower total satisfaction than female school foodservice employees. Hospital employees were found to be more satisfied with pay than school foodservice employees.

There were no significant differences in subscale and total JSS satisfactions between the following variables: respondents less than 40 years old and those older than 40; whether a respondent was a certified dietary manager or not; or between those who had completed the 90-hour foodservice supervisor course and those who had completed the dietary manager specialist course.

Significant differences in job satisfaction also did not exist between members or nonmembers in the Dietary Managers Association or with the various job titles of respondents. For those respondents from long-term care facilities, there were no significant differences between respondents from facilities that employed a consultant dietitian for 16

hours or less per month and respondents from those facilities that employed a consulting dietitian for more than 16 hours per month. This was an interesting finding as the more time dietitians work in a facility, the greater the opportunities for them to aid the dietary manager in dietary-related matters.

A oneway analysis of variance was used to determine any differences between years respondents were employed as foodservice supervisors and the nine subscales and total JSS satisfactions. Respondents were grouped one through five years, six through ten years, eleven through fifteen years, and sixteen or more years. No significant differences were found. Oneway analysis of variance also did not indicate any significant differences between the nine subscales and JSS and number of meals fed per day. Meals fed per day were grouped into three groups: 1 to 100, 101 to 200, and 201 to over 1,000. No differences in job satisfaction were found between size of facility

## Analysis of Job Task Scores

### Relationship of JSS and job tasks

The student's t-test also was used to determine differences in job satisfaction between the subscales and total JSS and job tasks. Frequency of job task performances were visually inspected and subsequent judgments were made to collapse data into two viable groups. The total JSS mean scores were significantly higher ($p \leq .05$) for those respondents who never cooked or prepared meals (mean score=4.07) compared to those who completed this task daily or more than once a week (mean score=3.71).

Preparing meals could be viewed as somewhat demeaning to dietary managers and can take them away from priority management duties. A dietary manager could be an expensive replacement for a cook.

Those respondents who ordered food and supplies daily had significantly higher ($p \leq .05$) satisfaction scores (mean score=1.23) for contingent rewards than those who ordered food and supplies every three months to once a year (mean score=.77). This finding could indicate more satisfaction due to the increased control over dietary matters. As departmental control could be an indication of recognition of that supervisors abilities by his/her supervisor. Some administrators of long-term care facilities have been known to order food and supplies.

Satisfaction with supervision was significantly higher ($p \leq .05$) for respondents who scheduled dietary employees at least once a week (mean score=4.80) than those who did it once every six months or less (mean score=4.10), and for respondents who attended department head meetings at least 1-2 times a month (mean score=4.84) compared to once every six months or less (mean score=4.19). This finding may indicate the dietary manager has a feeling of control over the dietary department and feels the professional opinion the dietary managers is valued. The subscale benefit was significantly higher ($p \leq .05$) for those who initiated nutritional assessments from once a year to 1-2 times per month (mean score= 4.09) versus those that performed this task once a week or more (mean score=3.86). Perhaps this task was assigned to the consultant dietitian. It was an interesting finding as nutritional assessments permit

professional staff to get to know a new resident which is necessary to provide optimum nutritional support.

Differences in satisfaction of certified dietary managers

For the respondents who were certified dietary managers (CDM) significant differences were found for four job tasks. Frequency of job tasks performed was grouped and student's t-tests were used to determine differences for the subscales and total JSS.

Satisfaction with operating procedures was significantly higher ($p \leq .001$) for respondents who ordered food and supplies every three months to once a year (mean score=3.48) compared to those who did this daily (mean score=3.40). This was opposite to the results of the total population. The CDMs who never attended care conferences had a significantly higher ($p \leq .05$) contingent rewards mean score (3.34) than those who attended care conferences at least once a week (mean score=3.30). Communication mean scores were significantly higher ($p \leq .05$) for respondents who trained employees 1-2 times a month or less (mean score=3.78) compared to at least once a week (mean score=3.56). The differences may be due to less employee turnover which involves less training. Satisfactions with supervision and total JSS were significantly higher ($p \leq .05$) for those who attended department head meetings at least 1-2 times a month or more (mean score=4.91) than those who attended every six months or less (mean score=3.69).

# SUMMARY AND RECOMMENDATIONS

## Summary

Employee job satisfaction has been given considerable attention by researchers because of the importance of work in peoples' lives (Mok and Finley, 1986; Spector, 1985). Very little research was found on the job satisfaction of dietary managers. The purpose of this study was to assess the job satisfaction level of selected dietary managers and determine the relationship between job satisfaction and job characteristics, conditions of employment, and demographic variables.

Many factors were related to job satisfaction. Job satisfaction was found to be associated with employee turnover, a costly factor to organizations (Mobley et al., 1978; Muchinsky, 1983; Roberts & Savage, 1973; Rublee, 1986; Taunton et al., 1989). Staff attitudes and behaviors were shown to influence services provided to patients or clients (Weisman and Nathanson, 1985). Staff with good attitudes and feelings was the most common indicator of quality care (Spalding & Frank, 1985).

Quality of meal service in long-term care facilities has been shown to be an indicator of quality of care and has been found to affect placement decisions in long-term care facilities (Linn, 1974; Linn & Gurel, 1969). In long-term care facilities, the dietary manager plays a vital role in providing patients/residents with quality meal service to improve their quality of life.

The survey instrument developed to assess job satisfaction of dietary managers contained three parts: the Job Satisfaction Survey

(JSS) (Spector, 1985), demographic questions, and job task statements. The JSS (Spector, 1985) consisted of 36 short statements used to measure job satisfaction of employees. The statements were categorized into nine subscales: pay, promotion, supervision, benefits, contingent rewards (appreciation and recognition), operating procedures, co-workers, nature of work, and communication. The total JSS reliability value was .91.

Job tasks were identified through review of job descriptions of dietary managers. This section included 20 statements related to personnel management, resident/patient care, food production and service, menu planning, equipment, renovation, and administrative functions. The survey instrument included 14 questions to gather demographic data from the respondents.

Content validity of the instrument was reviewed by three consulting dietitians to health care facilities and two educators who were familiar with the various foodservice operations. The survey instrument was administered at a 1989 State Dietary Managers Association Spring Meeting.

Data were analyzed using the Statistical Package for Social Science (SPSSX: User's Guide, 1988). Statistical analyses included descriptive statistics, student's t-test, Pearson product-moment correlations, chi-squares, and oneway analysis of variance.

The sample was composed of 86 respondents. Most respondents were female (95.3%) and 50 to 59 years of age (29.1%) with 1 (1.2%) less than 20 years of age; 7 (8.1%) from 20 to 29 years; 24 (27.9%) 30 to 39 years; 18 (20.9%) 40 to 49 years; and 11 (12.8%) 60 years of age or older. All

respondents completed high school, 24 (27.9%) completed the 90-hour foodservice supervisor course; 40 (46.5%) finished the dietary managers specialist course; 13 (15.1%) had attended technical school or some college; and 5 (5.8%) had bachelors degrees.

Of the respondents, 46 (53.5%) were certified dietary managers. The average length of time respondents were employed as a foodservice supervisor was 9.6 years with a range of less than one year to 35 years. Average length of time respondents were employed in current position was 17.8 years. Current places of employment for respondents were: 34 (39.5%) long-term care, 41 (47.7%) hospitals; 1 (1.2%) respondent each from school and university/college foodservices; and nine respondents did not indicate place of employment.

The job task performed most often, once a week or daily, was order all food and supplies. The most infrequently performed job tasks, assist in planning for department construction/renovation, recommend/select large pieces of equipment for purchase, hire employees, evaluate employees, and develop policies and procedures, were performed about every six months to once a year. Slightly less than half of the respondents indicated they never initiated nutritional assessments or attended care conferences.

For the JSS portion of the survey instrument the response to the statement, I enjoy my co-workers, had the highest mean score with 5.55 on a six-point scale with 6 = agree very much. The two statements with the lowest mean scores were: there is really too little chance for promotion

on my job and I have too much paper work with mean scores of 2.24 and 2.65, respectively. The mean score for total JSS was 3.87.

Respondents were more satisfied with their supervisors, the people they worked with, tasks they did at work, and enjoyed their jobs and felt a sense of pride in doing their jobs. Lowest satisfaction scores were expressed in the subscales of promotion, pay, contingent rewards, and operating procedures.

A highly significant negative relationship existed between years in current position and the subscale supervision. Significant negative relationships were found between years in current position and contingent rewards and total JSS. Respondents' ages were positively related to satisfaction of the subscale co-workers.

There were no significant differences in subscale or total JSS satisfactions between the following variables: respondents that were certified dietary managers or not certified or between those respondents who had completed the 90-hour foodservice supervisor course and those respondents who had completed the dietary manager specialist course. For those respondents from long-term care facilities, there were no significant differences between respondents from facilities that employed a consultant dietitian for 16 hours or more per month and those respondents from facilities that employed a consultant dietitian for less than 16 hours per month. Respondents employed in hospitals had mean scores that were significantly higher for contingent rewards and total JSS than those who worked in long-term care facilities.

Total JSS mean scores were significantly higher for respondents who never cooked or prepared meals compared to those who completed this task daily or more than once a week. Respondents who ordered food and supplies daily had higher satisfaction scores for the subscale contingent rewards than those who ordered food and supplies every three months. Satisfaction with supervision was higher for respondents who scheduled dietary employees at least once a week than those who did it once every six months, and for respondents who attended department head meetings at least one-to-two times a month compared to once every six months or less.

## Recommendations

Further research of job satisfaction of dietary managers and other foodservice personnel are suggested upon examination of the data. One recommendation is to obtain a larger sample size of dietary managers by surveying a larger, more extensive population.

Second, more inclusive results may be found if the survey was conducted with a random sample of dietary managers and not a self-selected group, such as a group attending a professional meeting.

A third recommendation is to survey all foodservice employees. The final product of the dietary department, quality foodservices, is a result of the effort of the entire department.

The final recommendation is to investigate the inconsistencies between the noncertified dietary manager and certified dietary manager responses and how certification actually contributes to job satisfaction.

# REFERENCES

Alford, D. M. (1986). Behavioral responses of the institutionalized elderly to eating and to foodservices. Nursing Homes, Jan-Feb, 20-24.

Borg, W. R. & Goll, M. D. (1989). Educational research (5th ed.). New York: Longman, Inc.

Chacko, T. I. (1983). Job and life satisfactions. Academy of Management Journal, 26, 163-169.

Connelly, K., Cohen, P. K., & Walsh, D. C. (1977). Periodic medical review: Assessing the quality and appropriateness of care in skilled nursing facilities. New England Journal of Medicine, 14, 878-880.

Dietary Managers Assocaition. What is a . . . dietary manager? What is a . . . certified dietary manager? What is . . . the Dietary Managers Assocaition? Lombard, Illinois: author.

Duke, K. M., & Sneed, J. (1989). A research model for relating job characteristics to job satisfaction of university foodservice employees. Journal of the American Dietetic Association, 89, 1087-1091.

Goldin, G. J. (1985). The influence of self-image upon the performance of nursing home staff. Nursing Homes, 34, 33-38.

Gottesman, L., & Bourestom, N. (1984). Why nursing homes do what they do. In J. Weeks (ed.), Aging--Concepts and Social Issues. Belmont, California: Wadsworth.

Grant, N. K., & Hrycak, N. (1986). Opinions of residents of an extended care agency regarding food and food services. Journal of the Canadian Dietetic Association, 47, 32-35.

Hatton, J. (1977). Nurse's attitude toward the aged: Relationship to nursing care. Journal of Gerontological Nursing, 3, 21-26.

Heller, B. R., Bausell, R. B., & Ninos, M. (1984). Nurses' perceptions of rehabilitation potential of institutionalized aged. Journal of Gerontological Nursing, 10, 22-26.

Herbelin, K. (1989). Quality assessment and assurance in a long-term care facility: Meeting current federal requirements. Journal of the American Dietetic Association, 89, 1499-1500.

Hopkins, D. E., Vaden, A. G., & Vaden, R. E. (1979). Some determinants of work performance in foodservice systems. Journal of the American Dietetic Association, 75, 640-647.

Iowa Department of Inspections and Appeals, Division of Health Facilities. (1989). Chapter 58, Iowa Administrative Code Rules Setting Minimum Standards for Intermediate Care Facilities. Des Moines, Iowa: Author.

Katz, D. (1964). The motivational basis of organizational behavior. Behavioral Science, 9, 131-146.

Keyt, J. C., & Yavas, U. (1988). Long-term health care facility selection. Journal of Hospital Marketing, 3, 111-121.

Linn, M. W. (1974). Predicting quality of patient care in nursing homes. Gerontologist, 14, 225-227.

Linn, M. W., and Gurel, L. (1969). Wives attitudes towards nursing homes. Journal of Gerontology, 24, 368-371.

Linn, M. W., Gurel, L., & Linn, B. S. (1977). Patient outcome as a measure of quality of nursing home care. American Journal of Public Health, 67, 337-342.

Linn, M. W., and Linn, B. S. (1980). Qualitites of institutional care that affect outcome. Aged Care and Services Review, 2, 1-13.

Locke, E. A. (1976). The nature and causes of job satisfaction. Handbook of Industrial and Organizational Psychology. Chicago: Rand McNally.

Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. Journal of Applied Psychology, 63, 408-414.

Mok, C., & Finley, D. (1986). Job satisfacation and its relationship to demographics and turnover of hotel food-service workers in Hong Kong. International Journal of Hospitality Management, 5, 71-78.

Muchinsky, P. M. (1983). Psychology applied to work. Homewood, Illinois: Dorsey Press.

Mullins, L. C., Nelson, C. E., Busciglio, H., & Weiner, H. (1988). Job satisfaction among nursing home personnel: The impact of organizational structure and supervisory power. The Journal of Long-Term Care Administration, 16, 12-18.

Omnibus Budget Reconciliation Act of 1987 (1987). House of Representatives, 100th Congress. Report 100-391. Washington, D.C.: Government Printing Office.

Pizam, A., & Neumann, Y. (1988). The effect of task characteristics on hospitality employees' job satisfaction and burnout. Hospitality Education and Research Journal, 12, 99-105.

Price, J. L., & Mueller, C. W. (1981). Professional turnover: The case of nurses. Jamaica, New York: Spectrum.

Roberts, K. H., & Savage, F. (1973). Twenty questions: Utilizing job satisfaction measures. California Management Review, 15, 82-90.

Rublee, D. A. (1986). Predictors of employee turnover in nursing homes. The Journal of Long-Term Care Administration, 14, 5-8.

Spalding, J., & Frank, B. W. (1985). Quality care from the residents' point of view. American Health Care Association Journal, 11, 3-7.

Spector, P. E. (1976). Choosing response categories for summated rating scales. Journal of Applied Psychology, 61, 374-375.

Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. American Journal of Community Psychology, 13, 693-713.

SPSSX Inc. (1988). SPSSX User's guide (3rd ed.). Chicago: McGraw-Hill Book Co.

Taunton, R. L., Krampitz, S. D., & Woods, C. Q. (1989). Absenteeism--retention links. Journal of Nursing Administration, 19, 13-20.

Wasmuth, W. J., & Davis, S. W. (1983). Managing employee turnover. Cornell Quarterly, 24, 15-22.

Weaver, C. N. (1977). Relationships among pay, race, sex, occupational prestige, supervision, work autonomy, and job satisfaction in a national sample. Personal Psychology, 30, 437-445.

Weisman, C. S., & Nathanson, C. A. (1985). Professional satisfaction and client outcomes: A comparative organizational analysis. Medical Care, 23, 1179-1192.

Wiggins, J. D., & Moody, A. (1983). Identifying effective counselors through client-supervisor ratings and personality-environmental variables. The Vocational Guidance Quarterly, 31, 259-269.

Zahra, S. A. (1985). Determinants of organizational commitment in a health care setting. Journal of Health and Human Resource Administration, 8, 188-208.

## ACKNOWLEDGMENTS

I would like to extend my sincere gratitude to Dr. Shirley Gilmore, my major professor, for her never-ending patience, guidance, and wisdom throughout my graduate program. Her professional expertise and generosity will not be forgotten as she has been a blessing in my life.

I would like to offer my profound appreciation to committee members, Dr. Lynne Baltzer and Dr. R. Dale Terry, for their invaluable knowledge, advice, and support for this project.

A heartfelt thank you is extended to my loving husband, Michael, for his constant support and occasional prod in the right direction. His attitudes and accomplishments continue to provide motivation for my life.

I cannot begin to express my gratitude to the Lord for His most wonderful gift of all, eternal life with Him. John 3:16 says, "For God so loved the world that he gave his one and only Son, that whoever believes in him shall not perish but have eternal life" and Romans 10:9 states, "That if you confess with your mouth, 'Jesus is Lord,' and believe in your heart that God raised him from the dead, you will be saved." As James 1:5 indicates, God continues to fulfill His promise, "If any of you lacks wisdom, he should ask God, who gives generously to all without finding fault, and it will be given to him."

# APPENDIX A. MEAN SCORES AND STANDARD DEVIATIONS FOR JOB TASKS FOR TOTAL SAMPLE

Table A1. Mean scores and standard deviations for job tasks for total sample

| Job task | Mean Score[a] | Standard Deviation |
|---|---|---|
| Cook or prepare meals | 4.3 | 2.6 |
| Serve meals | 5.4 | 2.5 |
| Wash dishes or pots and pans | 4.9 | 2.7 |
| Order all food and supplies | 5.9 | 2.6 |
| Recommend/select large pieces of equipment for purchase | 2.7 | 1.7 |
| Assist in planning for department construction/renovation | 2.6 | 1.9 |
| Visit residents about dietary concerns | 5.6 | 2.6 |
| Plan cycle menus | 3.3 | 2.2 |
| Plan modified diet menus | 3.5 | 2.5 |
| Initiate nutritional assessments | 3.7 | 2.9 |
| Attend care conferences | 3.3 | 2.5 |
| Hire employees | 2.8 | 1.7 |
| Discipline employees | 4.7 | 2.2 |
| Evaluate employees | 2.9 | 1.8 |
| Teach in-service classes | 3.2 | 1.8 |
| Schedule dietary employees | 5.2 | 2.2 |
| Train employees | 4.1 | 2.5 |
| Conduct employee meetings | 4.2 | 2.0 |
| Develop policies and procedures | 3.0 | 1.9 |
| Attend department head meetings | 4.2 | 2.1 |

[a]Scale: 8 = daily, 7 = more than once a week, 6 = at least once a week, 5 = at least 1-2 times a month, 4 = at least once every 3 months, 3 = at least once every 6 months, 2 = at least once a year, and 1 = never.

# APPENDIX B: IOWA STATE UNIVERISTY COMMITTE ON THE USE OF HUMAN SUBJECTS IN RESEARCH APPROVAL

INFORMATION ON THE USE OF HUMAN SUBJECTS IN RESEARCH
IOWA STATE UNIVERSITY
(Please follow the accompanying instructions for completing this form.)

54

1. Title of project (please type): Assessment of Job Satisfaction of Selected Dietary Managers in Iowa

2. I agree to provide the proper surveillance of this project to insure that the rights and welfare of the human subjects are properly protected. Additions to or changes in procedures affecting the subjects after the project has been approved will be submitted to the committee for review.

| Typed Named of Principal Investigator | Date | Signature of Principal Investigator |
|---|---|---|
| Terri Vyskocil-Channing | 4/24/89 | |

| Campus Address | Campus Telephone |
|---|---|
| RR #3 Box 100A Boone | 432-3390 |

3. Signatures of others (if any)

| | Date | Relationship to Principal Investigator |
|---|---|---|
| | 4/28/89 | Major Professor |
| | | |

4. ATTACH an additional page(s) (A) describing your proposed research and (B) the subjects to be used, (C) indicating any risks or discomforts to the subjects, and (D) covering any topics checked below. CHECK all boxes applicable.

RECEIVED APR 26 '89 ISU GRADUATE COLLEGE

- ☐ Medical clearance necessary before subjects can participate
- ☐ Samples (blood, tissue, etc.) from subjects
- ☐ Administration of substances (foods, drugs, etc.) to subjects
- ☐ Physical exercise or conditioning for subjects
- ☐ Deception of subjects
- ☐ Subjects under 14 years of age and(or) ☐ Subjects 14-17 years of age
- ☐ Subjects in institutions
- ☐ Research must be approved by another institution or agency

5. ATTACH an example of the material to be used to obtain informed consent and CHECK which type will be used.

- ☐ Signed informed consent will be obtained.
- ☐ Modified informed consent will be obtained.

6. Anticipated date on which subjects will be first contacted: Month 5 Day 11 Year 89

Anticipated date for last contact with subjects: Month 12 Day 31 Year 89

7. If Applicable: Anticipated date on which audio or visual tapes will be erased and(or) identifiers will be removed from completed survey instruments:

Month ____ Day ____ Year ____

8.

| Signature of Head or Chairperson | Date | Department or Administrative Unit |
|---|---|---|
| | 4-26-89 | HRIM |

9. Decision of the University Committee on the Use of Human Subjects in Research:

☒ Project Approved ☐ Project not approved ☐ No action required

| Name of Committee Chairperson | Date | Signature of Committee Chairperson |
|---|---|---|
| George G. Karas | 5-2-89 | |

# APPENDIX C: JOB SATISFACTION OF DIETARY MANAGERS SURVEY INSTRUMENT

# JOB SATISFACTION OF DIETARY MANAGERS



## PART I: JOB SATISFACTION

Please read each statement carefully. Circle the response which best describes your feelings for each statement. DO NOT leave any statement blank. Your answers will be kept confidential and will remain anonymous.

The scale of responses range from AGREE VERY MUCH to DISAGREE VERY MUCH. The six response choices that you can select for each statement are:

a. Agree very much
b. Agree moderately
c. Agree slightly
d. Disagree slightly
e. Disagree moderately
f. Disagree very much

| | | Agree Very Much | Agree Moderately | Agree Slightly | Disagree Slightly | Disagree Moderately | Disagree Very Much |
|---|---|---|---|---|---|---|---|
| 1. | I feel I am being paid a fair amount for the work I do. | a | b | c | d | e | f |
| 2. | There is really too little chance for promotion on my job. | a | b | c | d | e | f |
| 3. | My supervisor is quite competent in doing his/her job. | a | b | c | d | e | f |
| 4. | I am not satisfied with the benefits I receive. | a | b | c | d | e | f |
| 5. | When I do a good job, I receive the recognition for it that I should receive. | a | b | c | d | e | f |
| 6. | Many of our policies and procedures make doing a good job difficult. | a | b | c | d | e | f |
| 7. | I like the people I work with. | a | b | c | d | e | f |
| 8. | I sometimes feel my job is meaningless. | a | b | c | d | e | f |
| 9. | Communications seem good within this organization. | a | b | c | d | e | f |
| 10. | Raises are too few and far between. | a | b | c | d | e | f |

| | | Agree Very Much | Agree Moderately | Agree Slightly | Disagree Slightly | Disagree Moderately | Disagree Very Much |
|---|---|---|---|---|---|---|---|
| | | 57 | | | | | |
| 11. | Those who do well on the job stand a fair chance of being promoted. | a | b | c | d | e | f |
| 12. | My supervisor is unfair to me. | a | b | c | d | e | f |
| 13. | The benefits we receive are as good as most other organizations. | a | b | c | d | e | f |
| 14. | I do not feel that the work I do is appreciated. | a | b | c | d | e | f |
| 15. | My efforts to do a good job are seldom blocked by red tape. | a | b | c | d | e | f |
| 16. | I find I have to work harder at my job than I should because of the incompetence of people I work with. | a | b | c | d | e | f |
| 17. | I like doing the things I do at work. | a | b | c | d | e | f |
| 18. | The goals of this organization are not clear to me. | a | b | c | d | e | f |
| 19. | I feel unappreciated by the organization when I think about what they pay me. | a | b | c | d | e | f |
| 20. | People get ahead as fast here as they do in other places. | a | b | c | d | e | f |
| 21. | My supervisor shows too little interest in the feelings of subordinates. | a | b | c | d | e | f |
| 22. | The benefit package we have is equitable. | a | b | c | d | e | f |
| 23. | There are few rewards for those who work here. | a | b | c | d | e | f |
| 24. | I have too much to do at work. | a | b | c | d | e | f |
| 25. | I enjoy my co-workers. | a | b | c | d | e | f |

| | Agree Very Much | Agree Moderately | Agree Slightly | Disagree Slightly | Disagree Moderately | Disagree Very Much |
|---|---|---|---|---|---|---|
| 26. I often feel that I do not know what is going on with the organization. | a | b | c | d | e | f |
| 27. I feel a sense of pride in doing my job. | a | b | c | d | e | f |
| 28. I feel satisfied with my chances for salary increases. | a | b | c | d | e | f |
| 29. There are benefits we do not have which we should have. | a | b | c | d | e | f |
| 30. I like my supervisor. | a | b | c | d | e | f |
| 31. I have too much paperwork. | a | b | c | d | e | f |
| 32. I don't feel my efforts are rewarded the way they should be. | a | b | c | d | e | f |
| 33. I am satisfied with my chances for promotion. | a | b | c | d | e | f |
| 34. There is too much bickering and fighting at work. | a | b | c | d | e | f |
| 35. My job is enjoyable. | a | b | c | d | e | f |
| 36. Work assignments are often not fully explained. | a | b | c | d | e | f |

**PART II: Please fill in each blank or check the correct response.**

1. What is your job title? _____
2. What is your sex? _____male _____female
3. What is your age?
   - _____less than 20 years old
   - _____20-29 years old
   - _____30-39 years old
   - _____40-49 years old
   - _____50-59 years old
   - _____60 years or older

4. Which of the following have you completed? (Check all that apply)
   _____Less than high school 59 _____Technical school or some college
   _____High school or the equivalent _____Bachelor's degree
   _____Dietary manager specialist course _____Graduate coursework
   _____90 hour food service supervisor course

5. How long have you been employed in any food service organization?_____years

6. How long have you been a food service supervisor? _____years

7. What type of membership do you have in the Dietary Managers Association?
   _____Active _____Student
   _____Associate _____I don't belong

8. a. Are you a certified dietary manager? _____yes _____no
   b. When did you become certified? _____

9. How many years have you worked in the following types of food service?
   a. Long-term care _____years
   b. Hospital _____years
   c. Correctional _____years
   d. School _____years
   e. University/college _____years
   f. Other, specify _____years _____

10. Is your facility:
    a. Long-term care _____For profit _____Non-profit _____Not sure
    b. Hospital _____For profit _____Non-profit _____Not sure
    c. Correctional _____
    d. School _____
    e. University/college _____
    f. Other, specify _____ _____

11. How long have you been in your current position? _____years

12. If you work in a long-term care facility or hospital:
    a. How many licensed beds does your facility have? _____
    b. What is the average number of occupied beds? _____
    c. If you have a consulting dietitian, how many hours per month does he/she work at your facility? _____hours per month

13. How many people do you normally feed per day? _____

14. Please give two examples of a typical workday:

| | Day 1 | Day 2 |
|---|---|---|
| Time I began work | _____ | _____ |
| Time I began my lunch break | _____ | _____ |
| Time I ended my lunch break | _____ | _____ |
| Time I finished work | _____ | _____ |

## PART III: JOB TASKS

Please circle the response choice which describes how often you complete the following tasks in your food service organization. The seven response choices that you can select for each task are:

a. Daily
b. More than once a week
c. At least once a week
d. At least 1-2 times a month
e. At least once every 3 months
f. At least once every 6 months
g. At least once a year
h. Never

| | | Daily | More than once a week | At least once a week | At least 1-2 times a month | At least once every 3 months | At least once every 6 months | At least once a year | Never |
|---|---|---|---|---|---|---|---|---|---|
| 1. | Cook or prepare meals. | a | b | c | d | e | f | g | h |
| 2. | Serve meals. | a | b | c | d | e | f | g | h |
| 3. | Wash dishes or pots and pans. | a | b | c | d | e | f | g | h |
| 4. | Order all food and supplies. | a | b | c | d | e | f | g | h |
| 5. | Recommend/select large pieces of equipment for purchase. | a | b | c | d | e | f | g | h |
| 6. | Assist in planning for department construction/ renovation. | a | b | c | d | e | f | g | h |
| 7. | Visit residents about dietary concerns. | a | b | c | d | e | f | g | h |
| 8. | Plan cycle menus. | a | b | c | d | e | f | g | h |
| 9. | Plan modified diet menus. | a | b | c | d | e | f | g | h |
| 10. | Initiate nutritional assessments. | a | b | c | d | e | f | g | h |
| 11. | Attend care conferences. | a | b | c | d | e | f | g | h |

| | | Daily | More than once a week | At Least once a week | At Least 1-2 times a month | At Least once every 3 months | At Least once every 6 months | At Least once a year | Never |
|---|---|---|---|---|---|---|---|---|---|
| 12. | Hire employees. | a | b | c | d | e | f | g | h |
| 13. | Discipline employees. | a | b | c | d | e | f | g | h |
| 14. | Evaluate employees. | a | b | c | d | e | f | g | h |
| 15. | Teach in-service classes. | a | b | c | d | e | f | g | h |
| 16. | Schedule dietary employees. | a | b | c | d | e | f | g | h |
| 17. | Train employees. | a | b | c | d | e | f | g | h |
| 18. | Conduct employee meetings. | a | b | c | d | e | f | g | h |
| 19. | Develop policies and procedures. | a | b | c | d | e | f | g | h |
| 20. | Attend department head meetings. | a | b | c | d | e | f | g | h |



**THANK YOU VERY MUCH FOR PARTICIPATING IN OUR RESEARCH.**

**Terri Channing**
Food Service Supervisor
Perry Lutheran Home

**Shirley Gilmore, Ph.D., R.D., L.D.**
Department of Hotel, Restaurant, and Institution Management
Iowa State University