

Characteristics of Long-Term Successful School Foodservice and Nutrition Program Employees

Annotated Bibliography

Today, over 9.5 million people work in the foodservice industry. It is projected that by the year 2005 there will be over 10.8 million people working in the foodservice industry (NRA, 1997). When the projected growth is added to retirements and turnover, job openings during this 11-year period are projected to exceed 3.9 million. There will likely be enough employees for the service industries, but competition for the best employees will be fierce. Organizations that can attract and retain the best employees will enjoy competitive advantages over those that do not. How do organizations attract and retain productive employees that consistently deliver the level of service desired in their operation? Much research has been conducted to answer this question. The following is a review of related literature from the hospitality, health care, university and college foodservice, and school foodservice industry.

Knickrehm, M.E. & Wertz, R. A. (1975). Personal history and job tenure of dietary employees. *Journal of the American Dietetic Association*. 66, 34-37.

The purpose of this study was to identify how individual characteristics reported on the application form that might relate to tenure of employees and could be used in employee selection. Short-term was defined as employees on the job less than six months and long-term as those employed six months or longer. The study was conducted on 466 full-time employees from three hospitals in two metropolitan cities in Nebraska employed between 1950 and 1971. Personal history factors used as variables in predicting job tenure were restricted to those available on the application form. Independent variables were: age, sex, height, weight, years of formal education, marital status, job classification, months of previous foodservice experience, months on last job, number of children, entry-level wage, wage at termination, and tenure.

Body build was the only characteristic significantly related to tenure for patient foodservice worker I. Marital status was the only characteristic predicting tenure for the cafeteria foodservice worker. There were no significant relations for the cook I. Tenure in dishwashing positions appeared to be affected by age, marital status, and years of education. Employees, forty-six years or older, who were never married and had less than nine years of formal education, tended to be better risks. Results indicated that age, marital status, and body build were significant for job tenure of dietary employees as a group. The widowed employee over forty-six years of age was identified as the best risk in a hiring situation. The overweight employee remained longer on the job than did the underweight employee.

Multiple regression, using the combined effect of all independent variables acting concurrently on the dependent variable tenure, failed to produce a reliable model.

Head, M. K., Weeks, R., and Johnson, G. (1976) How do school foodservice employees feel about their work? *School Foodservice Journal*. 30, 49-60.

A survey was conducted with 310 school foodservice employees and 64 school foodservice managers. The employee attitude scale was composed of 50 questions. Overall, both managers and employees recorded a favorable attitude toward their work in public school lunchrooms. A majority (93%) of the employees believed the cafeteria was cheerful and 85% were eager for school to start at the end of the summer. A majority (57%) agreed that they were overworked for the pay they received. The employees said that they try to be cheerful as students come through the line, enjoy seeing students enjoying food, and like working in the cafeteria.

Swartz, R.S. and Vaden, A. (1978) Behavioral science research in hospital foodservice. *Journal of the American Dietetic Association*. 73, 120-126.

This study focused on work values of nonsupervisory female hospital foodservice employees. The objectives were to: refine and improve measures of occupational values relevant to foodservice workers; study the relative strengths of various occupational values among non-supervisory female hospital foodservice workers; and examine differences in occupational values among groups classified by size of childhood community, location of hospital, and age of respondent. Four urban and five rural general small (100-200 beds) short-term hospitals located in the Midwest and situated in communities of less than 20,000 were used. The instrument used was adopted from the survey developed by Kilpatrick, Cummings, and Jennings (1964). The survey was composed of thirty value statements with a 4-point Likert-type scale from strongly agree to strongly disagree.

Factor analysis was used to determine the interrelationship among the thirty variables. The sample (N=130) was composed of 74 participants in rural hospitals and 56 participants in urban hospitals. The nine factors identified were: *Overall Valuing of Work and its Benefits, Drive and Ambition, Knowing the Right People, Work as a Central Life Interest, Work as a Necessary Evil, Ego Satisfaction, Individualism, Social Idealism, and Self-Concept*.

Analysis of the effects of hospital location, childhood community, and age indicated few significant differences among groups. Mean agreement-disagreement scores on the value statements for the overall group showed that female foodservice workers appeared to have high needs for security and affiliation, a moderate need for achievement, a low need for power, and a strong work ethic.

Martin, P. and Vaden, A. (1978) Behavioral science research in hospital foodservice. *Journal of the American Dietetic Association*. 73, 127-131.

Objectives of this study were to identify the work value differences of female employees in small (under 200 beds) vs large (over 240 beds) hospitals and to determine if satisfaction varies according to age, marital status, size of childhood community, education, length of employment, or prior

jobs. Six short-term general hospitals with bed size from 244 to 886 in urban areas in two midwestern states with community populations of 167,972 to 1,253,916 were sampled.

A two-part survey was conducted with 149 foodservice workers. Part I of the survey was adapted from Kilpatrick et.al. (1964) and used by Swartz and Vaden (1978) to measure work values. Part II of the survey was the Job Descriptive Index (JDI) developed by Smith, Kendall and Hulin (1969) that measured job satisfaction in relation to five components: *Promotion, Pay, Supervision, the Work Itself, and Co-Workers*. Thirteen bibliographical items were also included in the survey. No significant differences were found in the factor scores for the value statements in Part I of the survey. Four value statements were significantly higher in the large hospital group: “importance of having what friends have,” “success is a matter of hard work,” “it’s important to see the results of work,” and “it’s important to develop a person’s own special abilities.” Satisfaction with work was higher for women over thirty-one than for younger women. Satisfaction with work and supervisor were significantly different for those working less than six months or over three years than for those working between six months and three years. Educational level and satisfaction with pay were related. Workers employed less than six months were the most satisfied with promotion.

Responses to the five JDI component scores *Pay, Promotion, Supervision, Work and Co-Workers* were categorized as high or low on the eight work value factors. No significant differences were found between the groups on satisfaction with supervision and promotion component scores and the work value scores. Workers with a high value scores for the factor *Work as a Central Life Interests*, indicated greater satisfaction with their work. Workers who had high factor scores for *Knowing the Right People*, experienced lower satisfaction with pay. Respondents with stronger beliefs in *Knowing the Right People* had a lower satisfaction with their piers.

Hopkins, D., Vaden, A., and Vaden, R. (1979) Some determinants of work performance in foodservice systems. *Journal of the American Dietetic Association*. 75,640-646.

Female nonsupervisory school foodservice personnel were surveyed to determine the relationship between performance and satisfaction. Employees from fourteen junior high and ten senior high schools in seven districts in Kansas and Missouri participated. A three-part questionnaire was used. Part I was composed of fourteen biographical and demographic questions. The Job Description Index (JDI) developed by Smith et al. (1969) was used as part II and contained five components: *Promotion, Pay, Supervision, Co-workers, and the Work itself*. Part III of the questionnaire measured work values with thirty occupational value statements developed by Kirkpatrick et al (1964) and used by Swartz and Vaden (1978). The thirty questions were divided into nine factors: *Overall Valuing of Work, Drive and Ambition, Knowing the Right People, Work as a Central Life Interest, Work as a Necessary Evil, Ego Satisfaction, Individualism, Social Idealism, and Self-Concept*. In addition, school foodservice managers evaluated the performance of each participating employee on their quality of work, ability to follow directions, initiative and judgement, attendance, and personal relations.

Scores were computed for the variables in each section of the survey and used to study the effects of biographical data, to compare the data with reports of other studies conducted in hospitals, and to study interrelationships among variables. Few differences were found on work value scores between hospital and school foodservice workers. The two groups differed significantly on job satisfaction scores, except for the promotion scores. School foodservice employees were more satisfied with the *Work Itself, Supervision, Co-Workers*, and overall satisfaction. They were less satisfied with *Pay* than the hospital employees. Satisfaction scores relating to age and length of employment, did not differ among school foodservice employees. More than 85% of the personnel indicated they were satisfied or very satisfied with their positions in the school. Based on managers' evaluations, job performance ratings were categorized as high or low. The employees with high-performance scores indicated they were more satisfied on all five components.

Hopkins, D., Vaden, A., & Vaden, R. (1980) Some aspects of organization identification among school food service employees. *School Food Service Research Review*, 4, 34-41.

This article was based on the study reported in the article *Some Determinants of Work Performance in Foodservice Systems* published in 1979 in the Journal of the American Dietetic Association. The aspects of the study discussed in this article was organizational identification using the factors: *Identification with Work, Personal Identity with the Job, Interpersonal Goal Identity, Quality Goal Emphasis, Educational Goal Emphasis, Overall Desirability of Food Service, and Community Image of Food Service. Identification with the Organization, Interpersonal Goal Identity, and Quality Goal Emphasis* were scored higher by the employees than the other five measures. Employees indicated they were proud of their work place, had good interpersonal relationships at work, and rated quality of food service and having good equipment and facilities as important goals. *Community Image of Food Service* scored lowest of the eight organizational identification dimensions. No difference was found between groups according to age or length of employment.

A high degree of congruence was shown between manager and employee priorities related to organizational goals. Quality food service, good relationships with employees, provision of a pleasant environment for students, and good staff-student relationships were goals receiving highest ratings by both groups. Student involvement in the foodservice program was reported least important. Seven organizational identification scores were significant predictors of certain components of job satisfaction. Satisfaction with work itself was predicted by three organizational identification scores: *Identification with Work, Personal Identity with the Job, and Interpersonal Goal Identity*. Satisfaction with supervision was predicted by two organizational identification scores: *Interpersonal Goal Identity* and *Overall Desirability of Food Service*. Satisfaction with pay was predicted by: *Personal Identity with the Job* and *Community Image of Food Service*. Three organizational identification scores were found to predict satisfaction with co-workers: *Identification with Work, Personal Identity with the Job, and Educational Goal Emphasis*. Overall satisfaction with the job was predicted by: *Personal Identity*

with the Job, Interpersonal Goal Emphasis, and Community Image of Food Service. Two scores predicted the quality dimension of performance: *Personal Identity with the Job* and *Community Image of Food Service.* *Personal Identity with the Job* was found to be a positive predictor of the performance criterion of the quality of work performed.

A conceptual model was developed as a result of this study. The model depicted the interrelationships among the many variables within the work environment affecting employee attitudes and performance.

Walsh, T. (1982) Job satisfaction assessment of residence halls food service personnel at three selected state universities. *National Association of College and University Food Service Journal* 8, 9-16.

A survey was conducted of 286 employees (40 managers and 246 foodservice workers) at three Iowa universities. The Minnesota Satisfaction Questionnaire long form was the survey used. The survey consisted of 100 short statements that were measured on a 5-point scale from very dissatisfied to very satisfied, plus ten demographic questions. Managers were asked to respond the way they thought their employees would respond. The survey was used to measure intrinsic and extrinsic job satisfaction. General satisfaction was measured as a composite of these scores plus additional scales: *Relationship with Co-Workers* and *Working Conditions.* The intrinsic scale was composed of the following: *Ability Utilization, Achievement, Authority, Creativity, Independence, Moral Values, Responsibility, Security, Social Service, Social Status, and Variety.* The extrinsic scale was composed of: *Advancement, Company Policies and Practices, Compensation, Recognition, Supervision-Human Relations, and Supervision-Technical.*

Extrinsic satisfaction was significant for age, years of education, job level, job function, and sex. Intrinsic satisfaction was significant for the characteristics of age, years of education, job level, job function, tenure in present occupation, and sex. Employment location was significant for the intrinsic satisfaction measure. Employees at the smaller universities were more satisfied with the intrinsic measures. For general satisfaction, significance was found for age, years of education, job level, and sex. Using age 36 to divide younger and older workers, the study showed older workers to be significantly more satisfied on both extrinsic and intrinsic satisfaction measures. Data revealed that satisfaction declined as the level of education increased. Job level provided the greatest mean score differences on all satisfaction measures compared. Those employees in the above entry-level scored all measures higher.

The 246 employees were classified into the job functions of: food production, food server, ware washing, and store-keeping. The production and service employees had higher intrinsic, extrinsic and overall satisfaction scores. The female foodservice workers were significantly more satisfied than males in this study. The manager's perception of the satisfaction level of the workers was lower than reported by the employees.

DeMicco, F, and Olsen, M. (1988) The relationship of work satisfaction and organizational

commitment to retirement intention. *Journal of the American Dietetic Association*. 88, 921-927.

The design of this research was to obtain information from older foodservice employees to determine how various aspects of their current job affected their job satisfaction, organizational commitment, and desire to remain on the job rather than retire. Older foodservice workers (55 years of age and older), working full-time from the health care and university foodservice industry participated. A 66-item questionnaire, consisting of questions for the Minnesota Satisfaction Questionnaire (MSQ) and the Organizational Commitment Questionnaire (OCQ) plus questions on work environment, retirement intentions, financial status, employer communications, and tenure in the organization, was used. Of the 400 questionnaires mailed, 243 usable surveys were returned.

Means, standard deviations, and correlations were calculated. Retirement intention was used as the dependent variable. Overall, older workers in this study were satisfied to very satisfied with the aspects of their job. They also responded positively to organizational commitment and work environment. Response linkage analysis established a positive relationship between intrinsic satisfaction of an employee and the level of organizational commitment. Extrinsic satisfaction was meaningfully correlated with the independent variables *working conditions, the recommending of one's job to family members or others, effectiveness of employer communications, retirement alternatives available, and overall satisfaction with the job*. Organizational commitment was correlated with six variables: *extrinsic satisfaction, intrinsic satisfaction, physical demands of the job, working conditions, overall satisfaction, and the recommending of the job to family and others*. No significant correlations were found between the independent variables satisfaction, organizational commitment and the dependent variable retirement intention.

Pizam, A. and Neumann, Y. (1988) The effect of task characteristics on hospitality employee's job satisfaction and burnout. *The Council on Hotel Restaurant and Institutional Education*. 88, 99-105.

This study examined the roles of task characteristics as determinants of various facets of job satisfaction and burnout for employees in the hospitality industry. A random sample (N=145) of hotel employees from six central Florida hotels received the survey. Tasks characteristics and job satisfaction items were measured using the Job Diagnostic Survey by Hackman and Oldham (1976). Burnout components were assessed by the Maslach Burnout Inventory (MBI) created by Maslach and Jackson (1981). The MBI was divided into three subscales: *Emotional Exhaustion* (nine items), *Depersonalization* (five items), and *Personal Accomplishment* (eight items).

Regression analysis showed no correlation between task characteristics and satisfaction with compensation. Significant correlations were found between *satisfaction with co-workers and supervisors* and *supervisor feedback* and *meaningfulness of the task*. For burnout, significant correlations were found between *emotional exhaustion* and *supervisor feedback, identity of the task, significance of the task, and meaningfulness of the task*. Personal accomplishment correlated with only one task variable, *customers*. Depersonalization also correlated with only one task variable,

job feedback. The author considered this study a pioneer effort in exploring the major determinants of satisfaction and burnout in the hospitality industry.

Sneed, J. (1988) Job characteristics and job satisfaction for school food service employees. *School Food Service Research Review*. 12, 65-68.

The purpose of this study was to determine school foodservice supervisors' and employees' perceptions of job characteristics and the relationship of these perceptions to job satisfaction. Questionnaires were developed for both foodservice employees and supervisors. The Job Characteristics Inventory (JCI) developed by Sims, Szilagyi, and Keller (1976) was used as Part I and measured: *Autonomy, Variety, Task Identity, Feedback, Dealing with Others, and Friendship Opportunities*. Five questions relating to job satisfaction comprised Part II. They related to: *Satisfaction with the Supervisor, People on the Job, Work, Pay and Opportunities for Promotion*. Part III included 12 demographic items.

A random sample of 50 county/city schools from the 139 county/city schools of Georgia was selected. Cover letters and surveys were sent directly to participants with self-addressed return envelopes. Twenty-three supervisors and 114 employees returned the survey for a return rate of 46%. Analysis of variance showed employees and supervisors agreed that they were satisfied with the supervision they received, their coworkers, and the work. Both groups were the least satisfied with *Pay and Opportunities for Promotion*. Employees perceived their jobs to have between a moderate and large amount of all job characteristics with task identity being the highest. Supervisors perceived that their job had a moderate to high amount of job characteristics. *Dealing with Others* was the most prevalent job characteristic reported by supervisors. Supervisors had significantly higher scores on the job characteristics *Variety, Autonomy, and Dealing with Others* than did employees. Multiple regression revealed that job characteristic scores were not related significantly to job satisfaction scores for either supervisors or employees. The author concluded that other factors such as the foodservice setting may be more important than job characteristics in predicting job satisfaction in school foodservice and nutrition programs.

Duke, K. M. and Sneed, J. (1998) A research model for relating job characteristics to job satisfaction of university foodservice employees. *Journal of the American Dietetic Association*. 89, 1089-1091.

A similar study to the one conducted by Sneed (1988) in school foodservice and nutrition programs in Georgia was conducted in university foodservice with 179 managerial and non-managerial employees at the University of Tennessee. Three hypothesis were examined: employees who perceive a higher level of the six job characteristics will express greater satisfaction; there is no differences in job characteristics and job satisfaction between managerial and nonmanagerial employees, and there is no relationship between job satisfaction and selected demographic and employment-related variables.

The survey included: the 30-item Job Characteristic Index (JCI) developed by Sims, Szilagyi, and Keller (1976); six questions to measure job satisfaction, and several demographic questions.

Of the 179 employees, 32 (100%) of the managerial and 143 (98%) of the nonmanagement employees returned the survey. Multiple linear regression showed that job characteristics were predictive of job satisfaction. Regression analysis showed that *Dealing with Others* was the only characteristic that scored significantly higher for managerial employees than for non-managerial employees. The relationship between managerial employees and the demographic variables was not significant. The model for nonmanagerial employees was significant, but included only age. Results of this study were not congruent with the results found by Sneed in school foodservice and nutrition programs in Georgia.

Tas, R.F., Spalding, J.B., and Getty, J. M. (1989) Employee job satisfaction determinants within a national restaurant company. *The Council on Hotel, Restaurant and Institutional Education*. 129-136.

The purpose of this study was to develop a complete understanding of the employee turnover process for full-time and part-time employees by identifying job satisfaction determinants. Nonmanagement employees (310 part-time and 310 full-time) from 13 restaurant units of a national restaurant company were randomly selected to participate in a survey. The revised Job Descriptive Index (JDI) by Smith, Kendall, and Halin (1969) was used. An English and Spanish version of the survey was distributed by the general manager and completed by buss staff, cooks, dishwashers and bartenders. Completed surveys were returned by 136 part-time and 155 full-time of the 620 employees. A comparison of full-time and part-time employees was made on each JDI factor as well as the overall JDI index. A t-test showed full-time employees valued promotion opportunities more so than part-time employees. Full-time employees were more satisfied with their work. No significant differences were identified between part-time and full-time employees and their level of job satisfaction with *Pay, Supervision, Co-Workers, and the Job in General*.

Stepwise Discriminant Analysis was used to determine that the demographic characteristics of age, years of restaurant experience, number of dependents, and sex were significant in distinguishing between full-time and part-time employees. The author concluded that although these variables can distinguish between full-time and part-time employees, they should not be used as primary selection criteria.

Sneed, J. and Herman, C. (1990) Influence of job characteristics and organizational commitment on job satisfaction of hospital foodservice employees. *Journal of the American Dietetic Association*. 90, 1072-1076.

Relationships among job characteristics, organizational commitment, job satisfaction, and demographic variables were investigated in this study. The questionnaires included: 30-item Job

Characteristics Inventory (JDI) developed by Sims, Szilagyi, and Keller (1976); 15-item Organizational Commitment Questionnaire (OCQ) developed by Mowday, Steers, and Porter (1979); five questions designed to determine employees' perception of job satisfaction related to supervision, people on the job, pay and opportunities for promotion; and seven demographic items. The survey was administered to 45 supervisory and 172 nonsupervisor employees of 11 randomly selected hospitals in east Tennessee.

Results showed that for supervisors job characteristics were positively related to organizational commitment, with *Variety* being the only significant individual characteristic. For nonsupervisory employees, the model was also significant with *Variety* and *Feedback* being the only significant characteristic. For all employees there was a positive relationship between job characteristics and job satisfaction, with *Variety* and *Feedback* being the only significant characteristics. Age was the only demographic characteristic related to organizational commitment. Older workers had higher scores on the commitment scale. Demographic variables were not related to job satisfaction. Supervisors had higher perceived *Variety*, *Autonomy*, *Feedback*, *Dealing with Others*, and *Friendship Opportunities* scores as well as higher commitment and satisfaction scores.

Vyskocil-Czajkowski, T. L. and Gilmore, S. A. (1992) Job satisfaction of selected institutional foodservice supervisors. *Journal of Foodservice Systems*. 7, 29-42.

The job satisfaction level of selected foodservice supervisors (N=86) from hospitals, long-term care facilities, and school or college foodservices was assessed using the Job Satisfaction Survey (JSS) developed by Spector (1985). The survey contained three parts: the 36-statement JSS, demographic statements, and job task statements. Relationships between job satisfaction and job characteristics, conditions of employment and demographic variables were determined. Subscales of the JSS with the highest scores were: *Nature of the Work* and *Supervision*. Respondents were least satisfied with: *Promotion*, *Contingent Rewards*, and *Operating Procedures*. The mean score for the JSS on a six-point scale was 3.87, indicating that respondents were somewhat satisfied with their jobs.

Dienhart, J. R. and Gregoire, M.B. (1993) Job satisfaction, job involvement, job security, and customer focus of quick-service restaurant employees. *Council on Hotel Restaurant and Institutional Education*. 16 (2), 20-43.

This study examined the relationship of customer focus and job satisfaction, job involvement, and job security for quick-service restaurant employees. Data were collected from questionnaires completed by employees working in 253 quick-service restaurants operated by a national chain. A total of 803 (32%) of the employees responded. Job satisfaction was measured with the Minnesota Satisfaction Questionnaire short form. Job involvement was measured with three items taken from the scale developed by Lodhal and Keiner (1985). Job security was measured with 15 of the 20 item scale developed by Lahey (1984). Customer focus was measured with a scale developed by Dienhart,

Gregoire, and Downey (1990). Age, gender, race, marital status, level of education, job position and length of employment, and reason for working also were measured.

Results indicated that job satisfaction, job involvement, and job security do tend to predict customer focus for restaurant employees and consequently increasing job satisfaction, job involvement, and job security may improve an employee's customer focus. Quick-service restaurant employees' reasons for working were found to influence their job satisfaction, job involvement, and job security ratings. Job security scores increased as age increased, until the age group of 51 and older. Females had higher job involvement scores than males.

Jaffe, W. F., Almanza, B. A. and Chen, C. (1994). A study of factors affecting job satisfaction among university. *Journal of College and University Foodservice*. 2(2), 35-49.

The objective of the study was to examine the relationship between job characteristics and job satisfaction for university foodservice employees. The study was conducted in 12 residence halls at Purdue University with a total of 140 employees (73%). The Job Satisfaction Survey (JSS) developed by Spector (1985) was used to measure *Variety, Autonomy, Task Identity, Feedback, Dealing with Others, and Friendship Opportunities*. The Job Characteristic Inventory (JCI) developed by Sims et al., (1976) was used to measure *Pay, Promotion, Supervision, Co-Workers, and Nature of Work*.

Analysis of variance indicated a positive relationship between job characteristics and job satisfaction. The job characteristic *Feedback* was found to be the strongest predictor of job satisfaction. Results found that university foodservice employees liked their jobs and the quality of the supervision. They were least satisfied with their *Promotion* and *Pay*. However, the higher paid employees were more satisfied than those earning lower pay. Employees working in entry-level positions were least satisfied of all employees.

Babin, B. J. and Boles, J. S. (1996) The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance, and job satisfaction. *Journal of Retailing*. 72, 57-73.

This research addresses key aspects of a retail employee's work environment and how these perceptions influence work-related outcomes. A causal modeling approach was used to test relationships among front-line service providers. The sample consisted of service employees from full-service restaurants in a major southern metropolitan area. Of the 380 surveys distributed 261 were returned. A five-point Likert scale was used to measure work involvement, supervisor support, role stress, performance, and job satisfaction.

Results suggest that employee perceptions of co-worker involvement and supervisory support can reduce stress and increase job satisfaction. A positive relationship was found between role conflict and job performance. A positive relationship also exists between job performance and job satisfaction. And, it was found that job performance mediates the effects of role stress on satisfaction.

Green, C. G. (1997) Cook-chill Technology's effect on employee job satisfaction and food quality. *School Food Service Research Review*. 21, 57-62.

The purpose of this study was to examine the effect of cook-chill food production technology on employee job satisfaction as well as on employee perception of food quality in terms of appearance and taste. Researchers administered an 18-item survey to 88 school foodservice employees who prepared and served food in either a central production location or one of the 15 randomly selected schools in a school district located in southwestern North Carolina. When school foodservice employees ranked their feelings regarding the variety of their work, the opportunity to make decisions about their work, the ability to have information to do their job and the quality of the food they prepared, 84% indicated they were satisfied.

The Education Foundation (1997). *Industry of choice*. Chicago, Ill: National Restaurant Association.

This research project was divided into two phases. Phase I was designed as a base for Phase II and to: identify the foodservice employee workforce dynamics in the context of workforce size and structure; identify the current and historical workforce demographics and to project these demographics to the year 2005; and establish a base to compare the foodservice workforce against the total U.S. workforce, in particular occupations in the retail sector. Phase II was designed to: identify the employee behavior and attitudes across three groups including foodservice employees, recent foodservice rejecters, and non-foodservice employees; identify and rate the full range of issues that drive employee satisfaction within varying types of concept environments (quick service, full service, and noncommercial type places) and within job responsibilities (managers, front-of-the-house, and back-of-the-house employees); identify barriers to both entry and advancement of various workforce groups; and develop psychological and behavioral profiles of employees to aid in the selection and evaluation process of high quality employees.

A consulting company was hired by the National Restaurant Association to conduct a survey of characteristics, needs, and attitudes of foodservice and nonfoodservice employees. Focus group methodology was used to develop the survey. The survey asked subjects to describe themselves and their perceptions of their work and personal environments in three broad areas. These included their occupational background; their needs and satisfaction with 63 human resource practices and organizational culture issues; and personal information that included 85 items measuring work-related issues, values, beliefs, attitudes, personal characteristics, and work history. A total of 10,000 surveys were mailed to 7,500 households that were known to have at least one foodservice worker, and 2,500 to a comparison group that had been screened for similar characteristics without foodservice workers. A total of 5,523 usable surveys (55%) included were 2,871 current foodservice employees and 2,652 nonfoodservice employees. Of the nonfoodservice employees, 1,533 were former foodservice

employees.

Results showed the top reasons employees would leave a job and top unmet needs were classified as human resource practices or organizational culture. The following charts show the results.

Top 10 Perceived Employee Needs

Human Resource Practices	Organizational Culture
A regular paycheck.	Having a boss who is fair.
A safe place to work.	Having a boss who treats others like they would like to be treated.
A clean place to work.	Having a boss who doesn't embarrass or make fun of me.
Competitive wage and salary.	Feeling like the company treats employees fairly.
The right equipment to do my job.	Feeling like I do my job well.
Having enough employees to do the work load.	Having a boss who I get along with.
Health insurance.	Being treated like an adult, even when I make a mistake.
Working enough hours.	Having a boss who is moral.
Paid vacation.	Feeling like the company is well managed.
Worker's compensation insurance	Feeling like everybody does their part to keep things running smoothly.

Top Unmet Needs

Human Resource Practices	Organizational Culture
Having enough employees to handle the workload.	Feeling like everybody does their part.
Competitive wage and salary.	Feeling like the company is well managed.
Incentive pay.	Feeling like the company treats employees fairly
Health Insurance.	Feeling like the company cares about me.
Retirement benefits paid by the company.	Feeling like the company cares about my family responsibilities.

Further analysis showed that those that left the foodservice industry left for higher pay. Surprisingly, the most frequent reason given for selecting a foodservice job was, "the job is near my home." Quick service restaurants were found to have the highest degree of unmet needs, followed by full-service. Noncommercial foodservices provided the better workplace of the three. Four career groups emerged from the extensive analysis of employee attitudes and personality traits. They were:

careerist, undecided, passing through, and misplaced. The misplaced group was the only group identified that embraced attitudinal and behavioral characteristics that were considered negative to good foodservice operations.

Harris, N.G. (199) Evaluation of job satisfaction and job performance of school foodservice employees. Unpublished Thesis, University of Nebraska, Lincoln.

A four-part Job Satisfaction and Performance Questionnaire (JSPQ) was developed and used in this study. The survey was based on the Industry of Choice survey developed by the National Restaurant Association (1997). The questions asked respondents to rate issues relating to their job, job satisfaction, and performance levels. The survey was divided into four sections: importance, job satisfaction, job performance, and demographics. For the study, 150 respondents were selected from 25 of the 50 schools in the Lincoln Public School District. Of the 150, 91 were returned (61%).

Factor analysis showed that twelve factors about their job were important to respondents: *Personal Needs, Organizational Policy, Teamwork, Safe Work Environment, Family Needs, Societal Needs, Structure, Benefits, Location, Organizational Privileges, Family Life and Variety.* Seven job factors were identified that affected job satisfaction: *Reinforcement, Manager Assistance, Training, Employee Involvement, Manager Style, Structure, and Self Confidence.* Factors identified as affecting job performance were: *Support, Security, Organizational Skills, Advancement Opportunities, and Employee Input.* Demographic variables of age, position and education were found to influence participants' views.

Bartlett, A. L. (1999) Job characteristics in school foodservice: How job design affects job satisfaction. *Journal of Child Nutrition & Management.* 23, 74-79.

Objectives of this research study were: to determine the prevalence of a set of job characteristics, and to examine how these characteristics vary depending on position; to examine a previously unused job characteristic dealing with students; and to determine the relationship among job characteristics and measures of job satisfaction. The research sample included 94 school foodservice professionals attending a summer institute (19 foodservice directors, 44 managers and supervisors, and 31 cooks and assistant cooks). A survey instrument measuring eight job characteristics was developed based on work by Hackman and Oldham (1975) and Sims, Szilagyi, and Keller (1975). These characteristics were: *Variety, Autonomy, Significance, Feedback, Challenge, Clarity, Dealing with Others, and Dealing with Students.* Outcome variables included five facets of job satisfaction (*Work Itself, Pay, Benefits, Co-Workers, and Supervision*) and two measures of overall satisfaction.

Significant differences in perception of job characteristics were demonstrated based on position. *Variety, Autonomy, Challenge, and Dealing with Others* all increased as responsibility increased. *Dealing with Students* was shown to be a reliable construct, but did not vary by position and was not significantly related to any of the measures of satisfaction. Regression results showed that

job characteristics were related to satisfaction with supervision, a composite of five facets of satisfaction, and a unitary measure of global satisfaction. *Feedback, Clarity, Significance, and Autonomy* were shown to be important individually in explaining satisfaction.

Bartlett, A. L. (1999) Student employees in university food service: Job design, job characteristics, and job satisfaction. *Journal of the National Association of College and University Food Service*. 21, 14-29.

Ten job characteristics, seven facets of job satisfaction, and two measures of overall satisfaction were measured with 653 university students working in food service, libraries, and police services. The job characteristics measured included: *Variety, Autonomy, Significance, Feedback, Challenge, Clarity, Friendship Opportunities, Scheduling Flexibility, and Parent Figure*. The seven measures of satisfaction included satisfaction with: *Work, Pay, Interactions with Student Co-Workers, Interactions with Full-Time Co-Workers, Supervision from Student Managers, Supervision from Full-Time Managers, and Atmosphere*. The measures of job satisfaction were based on focus groups with student workers and managers plus previous research.

Foodservice student employees were significantly different from the other two groups for *Work Itself, Pay, Student Co-Workers*. Regression analysis was used to assess the effect of job characteristics on job satisfaction. Overall satisfaction was significantly predicted by levels of: *Feedback, Clarity, Friendship Opportunities, Customer Interaction, and Scheduling Flexibility*.

Gilmore, S. A. and Beirman, E. (1999) Job satisfaction and service quality perceptions: University food service employees. *The National Association of College and University Food Service*. 21, 30-39.

This study assessed job satisfaction levels and perceptions of service quality of university foodservice employees (N = 76) and determined whether there was a relationship between satisfaction levels and service quality perceptions. The survey used was composed of three parts: a 36-item Job Satisfaction Survey (JSS), 7 demographic items, and 10 statements of importance and frequency of service quality. The JSS assessed nine subscales: *Pay, Promotion, Supervision, Benefits, Contingent Rewards, Operating Procedures, Co-Workers, Nature of the Work, and Communications* (Spector, 1985). Service quality assessed communication, consistency, cleanliness, and service recovery.

Overall, respondents were moderately satisfied with their jobs. Education level had a significant impact on importance of service quality. The job satisfaction subscale, *Nature of Work*, had a significant effect on service quality, although overall satisfaction did not appear to affect service quality.

Susskind, A. M., Borchgrevink, C. P., Kacmar, K. M. and Brymer, R. A. (2000) Customer service employees' behavioral intentions and attitudes: An examination of construct validity and a path model.

International Journal of Hospitality Management. 19, 53-73.

Customer service employees (N = 386) from hotels, restaurants, and retail stores were sampled to assess the construct validity and predictive measures of: perceptions of organizational support, organizational commitment, job satisfaction, intent to quit, and life satisfaction. Also assessed were the appropriateness of use and the impact of these scales within a service based operation. Organizational support was measured with the 16-item short form of the Survey of Perceived Organizational Support (Eisenberger et al., 1986, 1990). A 3-item general job satisfaction scale and 2-item intent to quit scale (Hackman and Oldham, 1975) were used to assess participants' level of satisfaction with their job, their co-workers' job satisfaction, and their desire to remain on the job. Organizational commitment was measured with the 15-item Organizational Commitment Questionnaire by Mowday et al., 1979). Participants' satisfaction with their overall life circumstances was measured using a 5-item Life Satisfaction Scale (Diener et al., 1985).

Results indicated that measures of job satisfaction, intent to quit, and life satisfaction demonstrated acceptable construct validity within the service concept sampled, while the measures of organizational support and commitment received mixed support. The analysis of the path models revealed that perceived organizational support strongly and significantly influenced job satisfaction and organizational commitment. Job satisfaction had a unidirectional impact upon life satisfaction. Despite a strong correlation, job satisfaction displayed a limited predictive impact on organizational commitment. The intent to quit was influenced by both job satisfaction and organizational commitment.

Compiled by National Food Service Management Institute. Division of Applied Research. (2001)