

JOB SATISFACTION OF CERTIFIED DIETARY  
MANAGERS IN OKLAHOMA

By

CHARLENE FRANKLIN

Bachelor of Science

Northeastern State College

Tahlequah, Oklahoma

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Thesis Approved:

*Lee L. Bro*

Thesis Adviser

*William J. ...*

*Terrold Leong*

*Alfred Saluzzi*

Dean of the Graduate College

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## CHAPTER I

### INTRODUCTION

Employee job satisfaction has received considerable attention by numerous researchers because of the importance of work in people lives. Locke (1976) defined job satisfaction 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. Since the Hawthorne studies in the 1920s and 1930s, the working hypothesis of human relations movement in management has proposed that the satisfied worker is a productive worker (Basset, 1994).

During the past decade job satisfaction was thoroughly reviewed by researchers. During the 1970's, job satisfaction research merged into Quality of Work Life (QWL), and job satisfaction as a major research faded (Basset, 1994). Quality of Work Life (QWL), as a discipline, was coined in the United States in 1972. This movement brought about a number of social science theories about "humanizing the workplace" (Davenport, 1983). Researchers like Mayo, Herzberg, Maslow, Trist and others found employees alienated from their jobs and their employers (Davenport, 1983). Researchers summarized that job satisfaction had limited influence on work output.

When the benefits of satisfying jobs became popular, the goals were toward improving the quality of work life by manipulation of the work environment through job restructuring. Researchers realized that total job could be masking dissatisfaction with

parts of jobs and shifted job satisfaction research to understanding factors of jobs. Job factors that could influence job satisfaction were the work itself, co-workers, amount of supervision, authority, responsibilities and rewards (Chacko,1993: Duke and Sneed, 1989). Hackman and Oldham (1976) proposed five motivational job characteristics: skill variety, task significance, task identity, feedback and autonomy. Past research demonstrated that these motivational job characteristics are related to job satisfaction. It is also recognized that job enrichment may impact other facets of job satisfaction such as satisfaction with pay, promotion, co-workers, supervision, etc. (Wong, Hui and Law, 1998).

In organization behavior research, a popular question concerns the relationship between an employee's job satisfaction and employee's job performance. Findings indicate that job satisfaction correlate positively with intent to stay, although interaction effects between social climate, work excitement and work frustration also are contributory (Bruffey, 1997). Job satisfaction also was found to influence the employee's effectiveness (Weisman, 1985). If employees are satisfied with their jobs, the quality of work should be high. Current research in job satisfaction tends to relate satisfaction in one's life domain to implications for satisfactions in the work domain (Rain, Lane and Steiner, 1991).

One may feel that money is the primary reason people drag themselves to work but it is not the only reason for motivation for job satisfaction. One of the most believed thought is that "a happy worker is a productive worker" (Moorman, 1993). New theories argue that job satisfaction come not only from work environment but also the internal sense of happiness that employees possess or lack (Organ and Davis, 1995).

In September 1993, the Dietary Managers Association conducted a survey to find out the job challenges that dietary managers face in their job duties. The respondents were asked to rate their degree of job satisfaction. Seventy-nine percent of the respondents agreed or strongly agreed that they were satisfied with their current job (Everett, 1994). In 1996, the Dietary Managers Association conducted another survey to define compensation trends among members. Job satisfaction was not included as part of the survey. Only one study has investigated job satisfaction of dietary managers (Mullins, Nelson, Busciglio, Weiner, 1988). However the job satisfaction of the dietary managers could not be determined from the results because the data from all of the job classes were grouped together. The Job Satisfaction Survey (JSS), developed by Spector in 1985, was only one segment of the survey instrument (Vyskocil-Czajkowski and Gilmore, 1992). Limited published research is available on job satisfaction of dietary managers. This researcher chose to study Dietary Managers working in the state of Oklahoma to find out their perception of their life at work.

### Purpose and Objective

The purpose of this study was to assess the perception of the job satisfaction of Certified Dietary Managers (CDMs) in the state of Oklahoma. The specific objectives were:

1. To determine if selected personal variables are associated with job satisfaction of CDMs. Personal variables will include gender, age ethnic background, highest degree obtained, position title and number of years as a dietary manager.

2. To determine if selected employment variables are associated with job satisfaction of CDMs. Employment variables include full-time or part-time employment, annual income, number of years in profession, years in current position, job title, position title of supervisor, number of other dietary managers he/she works with, number of employees supervised and type and size of facility.

### Hypotheses

Hypothesis One – There will be no significant association between the job satisfaction scores and personal variables:

1. Gender
2. Age
3. Ethnic background
4. Job Title
5. Highest degree completed
6. Degree Emphasis

Hypothesis Two – There will be no significant association between the job satisfaction scores and institutional variables:

1. Full-time or part-time employment
2. Number of years in the dietary profession
3. Years employed as a dietary manager
4. Area(s) of responsibility

5. Type of facility
6. Size of facility
7. Size of community
8. Number of employees he/she supervise
9. Salary is or is not commensurate with the title, responsibilities and experience.

### Assumptions and Limitations

Assumptions accepted for this study include:

1. The CDMs will complete and return the questionnaires.
2. Respondents are CDMs working in the state of Oklahoma.
3. Only one mailing will be sent to the sample.
4. Respondents will complete the questionnaires based on their perceptions of their current job rather than what they perceive as ideal.

A limitation defined in this study is that the sample encompassed only CDMs that live in Oklahoma and who are members of the National Certified Dietary Managers Association. Results of this study can therefore only be generalized to this group of dietary managers.

### Definitions

Dietary Managers Association (DMA) – A professional organization responsible for establishing educational and supervised experience requirement and standards of practice for dietary managers (Dietary Managers Association, 1998).

Certified Dietary Manager (CDM) – A dietary manager who passed a two-part competency examination administered by a national testing agency to qualify for certification through the Certifying Board for Dietary Managers.

Dietary Manager (DM) – A trained food service operations managers who supervises and managers the dietetic services area in long-term care facilities, hospitals, schools, correctional institutions and other non-commercial foodservice settings.

Job Satisfaction – The pleasurable or positive emotional state that is the product from the valuation of a person's job or experience associated with the job. (Locke, 1976).

## CHAPTER II

### REVIEW OF LITERATURE

Job satisfaction has historically meant that one is obviously happy with his or her job. If an employee enjoys going to work then the individual has job satisfaction.

Unemployment has fallen to an all time low and numerous companies are investing more on workplace programs. Yet, there seem to be an increase in employee complaints, employment lawsuits, employee turnover, and vacancies. Little is known about the relationship between Certified Dietary Managers (CDM) and their job satisfaction.

This chapter will review the following topics: the history of Hospital, Institution, and Education Food Service Society (HIEFSS) and Dietary Managers Association (DMA) and job satisfaction research involving dietitians, diet technicians, food service supervisors, service oriented jobs and CDMs.

History of Hospital, Institution, and Education Food

Service Society (HIEFSS) and Dietary

Managers Association (DMA)

The Hospital, Institution, and Education Food Service Society (HIEFSS) was founded in 1960 with just 72 members. In 1981, the organization began a credentialing program to improve the quality of professional practice. In 1983, D'Cost and Schreck

completed a role delineation study in which the role of the professional members was identified. Based on the findings of the study the organization changed the name of its members from dietetic assistants to dietary managers (Sneed, 1985). The name “Dietary Manager” reflected the clinical and nutritional quality of the foodservices given to clients. It also recognized the managerial functions of the position (D’Costa & Schreck, 1983). The name change more accurately stated the roles of the members. In July 1984 members changed the name of the organization to Dietary Managers Association (DMA) to be consistent with the title of its membership. During 1984 the development of a credentialing examination was initiated (Sneed, 1985).

A dietary manager is a trained foodservice operation manager. Their primary duties are to supervise and manage the dietetic service areas in long-term care facilities, hospitals, schools, correctional institutions, and other non-commercial foodservice settings. The title “dietary manager” is recognized by the U.S. Department of Labor.

The dietary managers have training in basic nutritional needs. Dietary managers work in conjunctions with registered dietitians. They are responsible for purchasing, storing, preparing and serving well-balanced meals; usually three times a day, 365 days a year. Dietary managers ensure that food is prepared under safe and sanitary conditions (Dietary Managers Association, 1998).

Current education standards for the dietary manager include 150 clock hours of classroom instructions and 120 hours of supervised clinical experience. There are over 100 educational institutions in the United States that offer dietary manager courses. Course work is also available through various correspondence or distance learning programs (Dietary Managers Association, 1998).



Upon completion of the dietary managers course individuals have the option to take the certification examination. The two-part certification exam included competency testing in areas of sanitation, safety, food production, nutrition, nutrition education, assessments, personnel supervision, communication, education and facility management and business operations. When the dietary manager passes part one of the competency exam they qualify for certification through the Certifying Board for Dietary Managers and is able to use CDM—Certified Dietary Manager after their name. When part two, Sanitation/Food Safety exam, is passed the individual can use CFPP—Certified Food Protection Professional credentials after their name. To maintain the CDM-CFPP credentials individuals are required to earn 45 hours of continuing education every three years, five of which must be in sanitation/food protecting.

Dietary Managers Association (DMA) is the national professional organization for dietary managers. The association's administrative and membership services are headquartered in St. Charles, Illinois. The association is predominantly a grassroots organization with 48 state DMA chapters. DMA is comprised of 10 geographical regions with Oklahoma being in Region 7. The association's membership now exceeds 16,000. Over 70% of the DMA members have earned the Certified Dietary Manager (CDM) credential. In the state of Oklahoma, 486 certified dietary managers maintain their CDM credential and are members of the Dietary Managers Association.

## Job Satisfaction of Dietitians

Several studies were conducted in the past relating to dietitians and job satisfaction. In 1982, Agreisti-Johnson and Broski investigated the degree investigated the degree of job satisfaction among dietitians in a variety of work settings. They used the Job Description Index (JDI) which measured satisfaction with work, supervision, co-workers, present pay and opportunities for promotion. Job satisfaction scores were studied in relation to demographic information relating to marital status, age, years in present position, employment status, place of employment of level or type of responsibility. There were significant differences among the dietitians in three job facets: work area, supervision, pay, and promotion. There were no significant differences between total JDI scores and any of the job-related variables studied.

“Other/private practice” dietitians were significantly better satisfied with work than were generalist, and community dietitians were significantly better satisfied with their work than were generalist. Clinical dietitians were significantly better satisfied with supervision than other/private practice dietitians, consultants, and teachers. Consultants were better satisfied with pay and other/private practice dietitians were higher in satisfaction with work promotion. Quinn and Staines (1979) reported that people in general felt increasingly locked into their jobs and did not see themselves as having viable alternatives to present employment (Agriesti-Johnson & Broski 2000).

In 1984, Taylor conducted a study involving dietitians employed in business and industry. The study assessed the quality of work life in relation to age, sex, marital status, salary, employment status, type of business, pay and benefits, opportunities for

promotions, supervision on job, and general job satisfaction. Taylor developed the Quality of Work Life Assessment with subscales from several research instruments (Taylor, 1984).

Dietitians in business and industry seemed to be very happy with their quality of work life with the exception of opportunities for promotions. Some were presidents of their own companies and did not need to be promoted. Taylor's study found that the respondents were happy with their supervision, pay, and benefits.

Rehn, Stallings, Wolman, and Cullen, (1989) assessed the level of job satisfaction of dietitians in South Carolina. They used the JDI with a sixth category for "job in general." The study results indicated that the South Carolina dietitians were more satisfied with their jobs in general and least satisfied with opportunities. Data from this study was compared to the 1982 study conducted by Agriesti-Johnson and Broski. South Carolina dietitians scored higher in all JDI categories except pay. Most South Carolina dietitians were "most" satisfied with supervision and "least" satisfied with pay and promotion.

Dalton, Gilbride, Russo, and Vergis (1990) used the JDI to determine and compare the level of job satisfaction of New York City dietitians that work in clinical, community, and long-term care settings. When compared to a normative national sample, the rankings of the New York City dietitians were lower than the 50<sup>th</sup> percentile of the normative sample. Satisfaction scores on work scale were significantly higher in the clinical group. Community dietitians were less satisfied with pay and promotion. There was no difference regarding satisfaction with supervisors and co-workers. The group of

New York City dietitians were below national and South Carolina samples for work, pay, and promotion. The scores were higher on supervision and co-workers.

The indication of a possible trend toward high job satisfaction of all dietitians when South Carolina was compared to a national study (1989) was not supported in this survey. New York City dietitians were less satisfied than the other groups and were very dissatisfied with pay and promotion. A consistent finding from all regions is that satisfaction is highest with supervision and lowest with pay and promotion. Dietitians seem more satisfied with job in general, but want higher salaries and more opportunities for advancement.

In 1992, Liu studied the QWL of Oklahoma dietitians. Oklahoma dietitians whose salaries were both high and commensurate with their titles, responsibilities, and experiences felt good about themselves, their jobs, workgroup environment, and manpower development. Those not satisfied with their salaries felt the opposite. Dietitians working in hospitals/medical centers and those working part-time perceived perception of self and autonomy as important to the QWL. Younger dietitians (under 343) regarded friends and mentors, working relationships and manpower development as very important to their quality of work life. Dietitians who were 55 years or older and earning less income in smaller institutions, indicated that social groups, working relationships, legal employment practices, career planning and organizational environment was less important to their job. They did not perceive this aspect as good in their current job situation. Consultant dietitians with full autonomy to achieve their career goals did not perceive informal network (e.g., teambuilding, mutual cooperating,

and constructive use of conflict), current job and workgroup environment as important as other dietitians.

Those with higher salaries were more satisfied with their jobs and work environments than those earning lower salaries. Oklahoma dietitians indicated that three aspects were very important in their jobs: friends and mentors, manpower development, and general work environment.

In 1993, Welk-Segress studied the QWL of Extension Food and Nutrition Specialists. She found that those who were older and had worked longer and were employed full-time perceived perception of self which includes sense of stress, accomplishments, productivity and being a team member as important to QWL. If salary was not measured, they had a low sense of manpower development.

#### Job Satisfaction of Dietetic Technicians

Barry (1989) assessed the job satisfaction and burnout of dietetic technicians. Results of this study indicated that dietetic technicians are not satisfied with their positions due to lack of "opportunity for promotion" and because of "present pay." These findings coincided with studies conducted with dietitians. When compared to dietitians, dietetic technicians had lower scores in three categories: the work on present job, opportunities for promotion, and present pay. Two categories, supervision on present job and relationship with colleagues were both higher than dietitians.

Results of the Maslach Burnout Inventory indicated that the dietetic technicians are moderately "burned out." Dietetic technicians were not satisfied with their jobs, were emotionally exhausted, and scored moderately within the depersonalization moderate and

personal accomplishment subscales which indicated burnout. This is important because dietetic technicians expectations of their job duties did not match with the job duties they actually perform.

In 1996, Miller examined the job satisfaction and continuing education needs of dietetic technicians. The Job Satisfaction Survey (JSS) with demographic, role function, and continuing education questions was used. In this study the dietetic technicians were more satisfied with their jobs than the national norms, but scored neutral in total job satisfaction. They were satisfied with supervision, benefits, co-worker, and the nature of their work but dissatisfied with opportunities for promotion. Pay, benefits, operating procedures, and communication received neutral ratings. Demographic variables which affected job satisfaction included age, years of experience, area of work, employment facility, and number of technicians in the facility. Gender, salary membership in the American Dietetic Association, and size of facility did not affect job satisfaction.

Highest scores came from technicians who worked in long-term care facilities or other areas and who were 45 years of age or older. Dietetic technicians working in public health, having equal responsibilities in clinical nutrition and food service, or who worked in facilities with two technicians had the lowest job satisfaction scores. Technicians working in food service or those working in sites with four technicians were satisfied with their jobs.

#### Job Satisfaction of Food Service Employees

Duke and Sneed (1989) conducted a study to determine the relationship between job characteristics and job satisfaction of university food service employees. A survey

was developed which included the Job Characteristic Inventory (JCI) and administered to managerial and non-managerial employees of large state university food service departments. Dealing with others was the only characteristic significantly higher for managerial employees than for non-managerial employees. Job satisfaction could not be predicted on the basis of whether the employee was managerial or non-managerial.

For non-managerial employees, the model showed that the "age" was the only demographic variable that was significantly related to satisfaction. Employees in the 40-59 age groups expressed higher levels of job satisfaction than did younger employees. Job characteristics were found to be a significant predictor of job satisfaction. "Dealing with others" and "feedback" were found to be the strongest predictors of job satisfaction. Managerial employees perceived a slightly higher level of dealing with others than did non-managerial employees. No relationship was found between employee demographic characteristics and job satisfaction and except for age. Age had a positive relationship to job satisfaction.

Sneed and Herman (1990) conducted a survey to determine the relationship among job characteristics, organizational commitment, job satisfaction, and demographic variables for hospital food service employees. The survey was administered to supervisory and non-supervisory employees. They found that organizational commitment and job satisfaction were related positively. All respondents had a positive relationship between job characteristics and job satisfaction. Demographic variables were not related to job satisfaction. The study found that commitment was related to job satisfaction.

A study was conducted by Kuntz, Borja, and Loftus (1990) to determine whether educational background was related to job satisfaction of food service managers.

Respondents with an educational background in food service had a lower overall job satisfaction score. Respondents with no education/training had a higher ranking in overall job satisfaction. Both groups were most satisfied with the job components of supervision, type of work, and relationship with co-workers. Pay, benefits, company identification, and amount of work were identified as least satisfying by the two groups.

Vyskocil-Czaykowski and Gilmore (1992) assessed the job satisfaction level of food service supervisors to determine the relationship between job satisfaction and job characteristics. The findings showed food service supervisors were most satisfied with the nature of work and supervision. They were least satisfied with promotion, pay, contingent and operating procedures. Overall, the respondents liked their jobs and the quality of supervision.

#### Job Satisfaction of Dietary Managers

Mullin, Nelson, and Busciglio (1988) conducted a study that investigated job satisfaction of nursing home personnel, including dietary managers. The job satisfaction of the dietary managers could not be determined because the data from all the job classes had been grouped together (Vyskocil-Czajkowski, et al., 1992).

The Dietary Managers Association conducted a survey in 1993 to determine the job challenges that dietary managers face in their job duties. The majority of the respondents were employed in long-term care facilities. Sixty-four percent of the respondents were in the 36-45 age range and only 26 percent had less than five years experience in the job field. Salaries of respondents varied according to geographic location, work setting, education, and years of experience. Most of the respondents



earned \$25,000 or less; 22 percent made \$26,000-\$40,000; and 3 percent has a salary exceeding \$40,000. Seventy-nine percent of the respondents agreed or strongly agreed they were satisfied with their current job (Evertt, 1994).

In 1996, the Dietary Managers Association (DMA) conducted a compensation survey. The survey did not include job satisfaction as a variable. Some of the major findings of the survey were most respondents worked in long-term care facilities and worked in facilities located in small towns or rural areas. The majority of the respondents were female, while only 14 percent were males. The national average salary for dietary managers was \$25,354. In contrast, dietary managers who work at facilities located in Arkansas, Louisiana, Texas, and Oklahoma had an average salary of \$20,369. Dietary managers with bachelor degrees, associate degrees or culinary-arts training had a tendency to be better compensated than those with only high school diplomas (DMA, 1997).

## CHAPTER III

### METHOD AND PROCEDURES

In this study the dietary managers were surveyed, using the Job Satisfaction Survey (JSS), in the fall of 1999 to determine their perceptions of job satisfaction. This chapter outlines the research design, sample and population, data collection, and data analysis.

#### Research Design

Descriptive research was used as the research method in this study. Descriptive research is sometimes known as nonexperimental research, which deals with relationship between variables, the testing of hypotheses and the development of generalization, and principles of theories. Descriptive research involves events that have already taken place and may be related to a present condition (Best 1991).

There are several classifications of descriptive research. For this study, surveys were utilized to gather data from the sample population. Questionnaires were employed to help determine the options, attitudes and perceptions of interest.

#### Sample and Population

The population used in this study were dietary managers who lived in the state of Oklahoma and were listed as members of the National Dietary Managers Association.

There were 495 members names listed from the database. Two members were not included in the mailing because they had an out-of-state mailing address. Four hundred and ninety-three members were mailed the questionnaires. The database included both certified and non-certified dietary members. Of the 493 members who were mailed questionnaires 71 % (350) were certified, with the remaining 29% (143) listed as non-certified. From the 493 mailing population, all those who responded were included in the study.

## Data Collection

### Planning and Development

Planning and development of this study began in the Spring of 1999. The development of the procedures and instrumentation for this study came from reviewing several research instruments from previous job satisfaction and QWL studies. Appropriate data analyses techniques to test the research hypotheses were chosen during the fall, 1999.

### Instrumentation

Permission was sought from A. Miller and P. Spector to use their questionnaires for this research project. Part I of the survey instrument was adapted from a survey used by Miller (1996) to assess the QWL of dietetic technicians. Part II of the survey consisted of the Job Satisfaction Survey (JSS) developed by Spector in 1985. Changes were made to Part I of the survey to make it appropriate for the dietary managers. Part II remained

the same as the original developed survey. Part I of the survey consisted of 16 questions concerning demographic information. Part II (JSS) consisted of 36 statements meant to assess employees attitudes about job aspects of the job. These statements were divided into nine different facet scales. The nine facets were pay, promotion, supervision, fringe benefits, contingent rewards (performance-based rewards) operating procedures (required rules and procedures), co-workers, nature of work and communication.

The questionnaire was reviewed by the graduate committee of the researcher for content, validity, clarity and format. The approved questionnaire (Appendix A) was sent to the Institutional Review Board, Oklahoma State University for further approval (Appendix B).

### Procedures

The cover letter and questionnaire were printed on white bond paper (Appendix A). The researcher mailed the questionnaires and letter at the United States Postal Office in Tulsa, Oklahoma. The University's Central Mailing Services facilitated the return of the questionnaires. The researcher provided postage. Mailing information were printed on the back of the last sheet so that the questionnaires could be mailed without being placed in an envelope, could be refolded when completed and mailed back in the same manner. Only one mailing was sent.

### Data Analysis

The questionnaires were numbered and data collected were transcribed into the computer using the PC-File III. Statistical Analysis System (SAS) (SAS Institute 1999)

was utilized in the data analysis process. Standard statistical procedures, which included t-test, analysis of variance (ANOVA), Duncan's Multiple Range Test, and Kramer Approximation were used to analyze the data. The researcher chose to include results with  $Pr > F$  values of 0.05 to 0.09.

## CHAPTER IV

### RESULTS AND DISCUSSION

The purpose of this study was to assess the perception of job satisfaction for Certified Dietary Managers (CDMs) in the state of Oklahoma. Data were obtained using the research instrument described in Chapter III, "Methods and Procedures". The questionnaires were mailed to 493 certified and non-certified dietary managers who were members of the National Dietary Managers Association. Of the 493 questionnaires mailed, two questionnaires were undeliverable by the postal service due to an error in the listed address. The response rate was 16 percent (N=78). Due to the response rate being below anticipated results, both the certified and non-certified dietary manager questionnaires were used for analyses data.

#### Characteristics of Survey Participants

##### Gender, Age and Ethnicity

Of the 78 respondents, 92 percent (N=72) were females and only 8 percent were males. This continued theme was also noted in the national survey by the Dietary Managers Association in 1996, where 86 percent of their respondents were females and 14 percent were males (DMA 1997). Eighty-six percent (N=67) of the respondents were

White, and the remaining 14 percent listed their ethnic background as Black, Hispanic, Native American or "Other" (Table I).

TABLE I  
TABLE OF CHARACTERISTICS OF RESPONDENTS

Characteristics	Frequency N=78	Percentages
<u>Gender</u>		
Male	6	7.69
Female	72	92.31
<u>Age</u>		
Under 25	1	1.28
25-34	5	6.41
35-44	13	16.67
45-54	36	46.15
55-64	20	25.64
65 and older	3	3.85
<u>Ethnicity</u>		
White	67	85.90
Black	4	5.13
Hispanic	1	1.23
Native American	3	3.85
Other	3	3.85
<u>Highest Education Level</u>		
High School/GED	57	73.08
Associate Degree	17	21.79
Bachelor's Degree	4	5.13
<u>Degree Emphasis (Associate &amp; Bachelor's)</u>		
Nutrition	8	10.26
Foodservice	3	3.85
Other	10	12.82
<u>Salary Range</u>		
Under \$15,000	19	24.36
\$15,001-\$20,000	28	35.90
\$20,001-\$25,000	11	14.10
\$25,001-\$30,000	12	15.38
\$30,001-\$35,000	6	7.69
\$35,001-\$40,000	1	1.28

TABLE I (Continued)

Characteristics	Frequency N=78	Percentages
<u>Status of Employment</u>		
Full-time	69	88.46
Part-time	6	7.69
Not Employed	3	3.85
<u>Type of Facilities</u>		
Long-term care	44	56.41
Hospital	17	21.79
Food manufacturer	1	1.28
Correctional	1	1.28
Other	6	7.69
<u>Size of Facility</u>		
Less than 100	41	53.95
101-199	21	27.63
200-299	11	14.47
300-399	1	1.32
Over 500	2	2.63
<u>Community Size</u>		
Town under 5,000	22	29.33
Small city, 5,000-25,000	25	33.33
City, 25,000-100,000	20	25.67
Large metropolitan area	8	10.67

The age of the respondents ranged from under 25 years old to 65 years or older. Forty-six percent (N=36) were between the age 45 – 54 years; 26 percent (N=20) were 55-64 years of age; 17 percent were 35-44 years of age (N= 13); 6 percent (N=5) were between the 25-34 years of age; while the remainder were under 25 years or 65 years or older (Figure I). In the survey conducted by DMA the average age of the dietary managers was 45, with the majority of respondents in the 40-49 age bracket (DMA 1997).



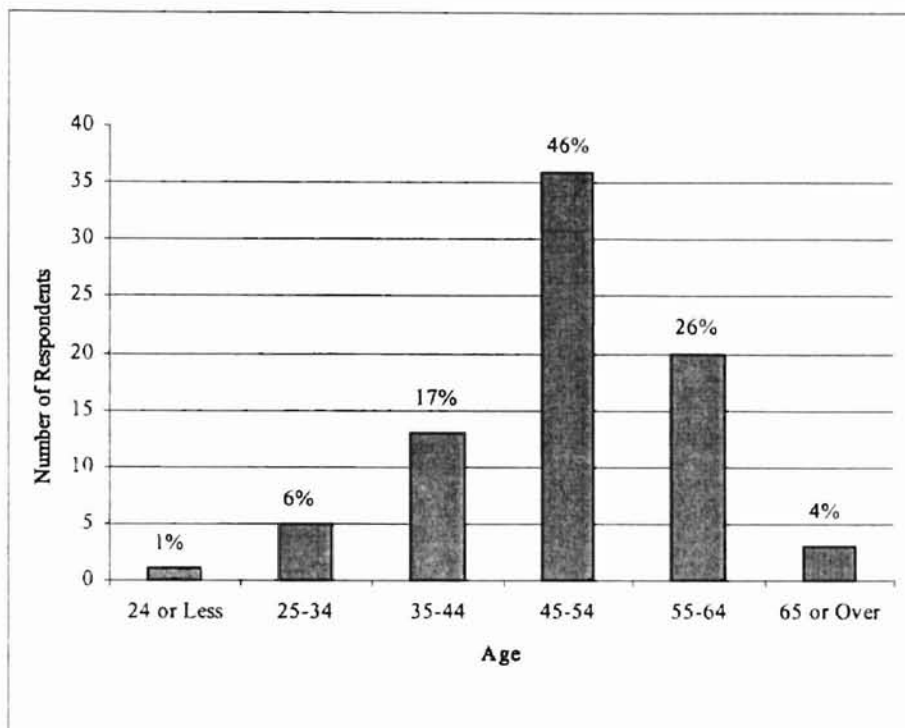


Figure 1. Age Distribution of Dietary Managers.

### Highest Level of Education and Job Title

The majority of the respondents had a high school diploma/GED (N=57, 73%). Some of the respondents had obtained an associate degree (N=17, 22%), while 5 percent (N=4) had a bachelors degree (Figure 2). Associated degrees listed by the respondents were in dietetic technology, business administration, journalism, education, foodservice, theology, nutrition, occupational therapy assistant and accounting. General studies, psychology, nutrition and vocational home economic were listed as the major field of study for respondents with bachelor's degrees. The DMA survey reported that 14 percent of their survey respondents had an associate's degree, 10 percent earned a bachelor's

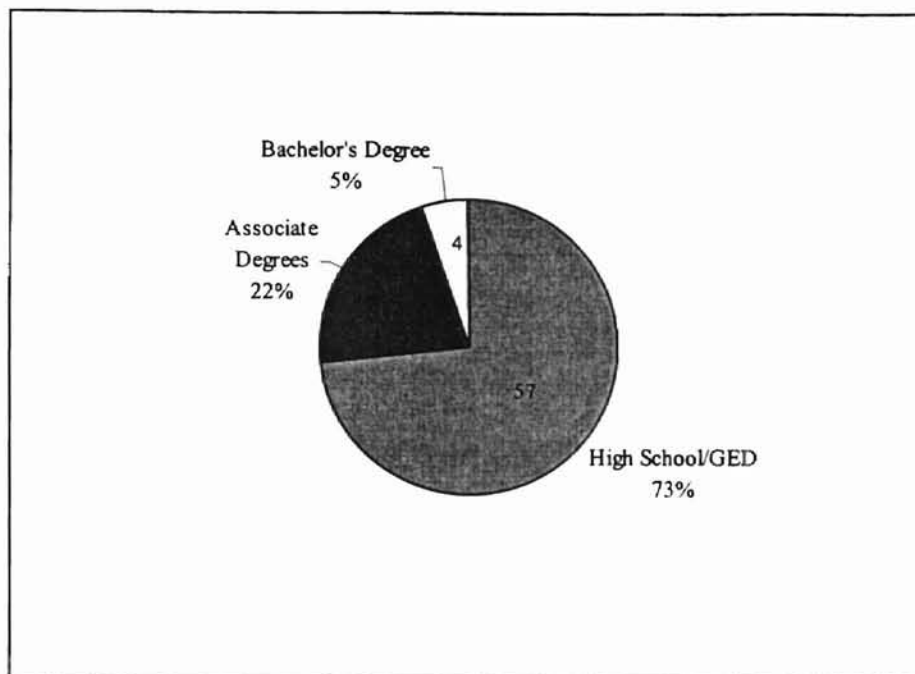


Figure 2. Education Level of Dietary Managers.

degree and 49 percent completed other types of formal training (DMA 1997). The respondents listed varied job titles, which included patient care supervisor, director/manager of foodservice, dietary manager, certified dietary manager, dietary supervisor, dietary director, site manger, and supervisor/manager of nutritional services. Other titles were clinical dietary manager, production manager, supervisor, nutrition/foodservice specialist, guest services supervisor, administrative assistance, team leader, cook and cashier. The predominant job title of the respondent was certified dietary manager (N=30), with 12 job titles listed as dietary managers. A remaining 28 job titles reflected some degree of supervisory or management duties. Four respondents job titles did not indicate management or supervisory duties. Because of the numerous and different job titles this variable was disregarded in the statistical analysis.

### Employment Status and Annual Income

Most of the respondents were full-time employees (N=69, 88%) while the remaining worked as part-time or were not employed. The majority of the respondents' annual salaries ranged from \$15,000 to \$20,000 (N=28, 36%), followed by under \$15,000 (N=19, 24%). Fourteen percent (N=11) of the respondents earned \$20,001 to \$25,000; 15 percent (N=12) earned \$25,001 to \$30,000; 8 percent had a salary of \$30,001 to \$35,000 with 1 percent earning \$35,001 to \$40,000 (Figure 3). The DMA national survey reported a salary of approximately \$25,000 annually. They also found that annual salary increased for dietary managers if the manager was certified while non-certified managers tended to have a lower salary range. The national DMA survey salary average for Region 7, which includes the state of Oklahoma, was \$20,369 (DMA 1997).

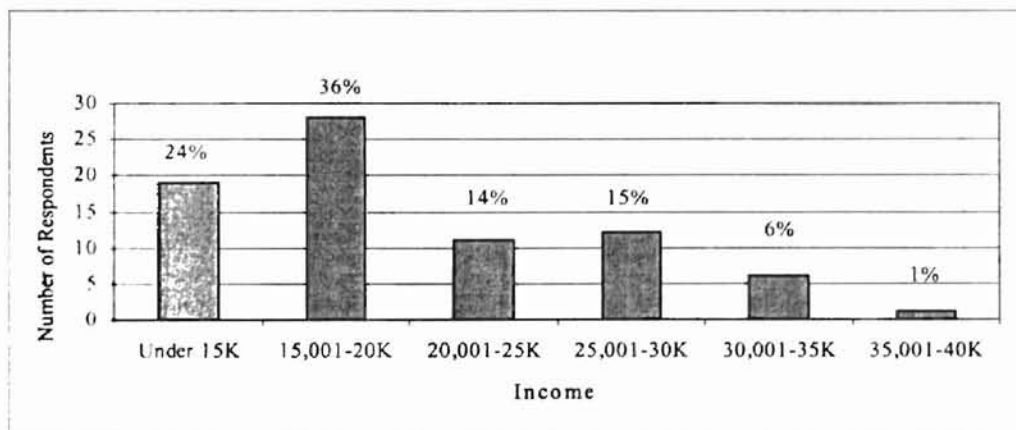


Figure 3. Annual Income of Dietary Managers.

### Years of Employment in the Profession

Years employed in the dietary profession ranged from 2.5 years to 35 years, with a mean of 15.6 years. Twenty-six respondents have worked in the profession more than 20 years. The number of years respondents were employed as a dietary manager ranged from 1 to 28 years, with a mean of 8.6 years. Dietary managers with 10 years or less made up more than 73 percent (N=57), while those with 11 to 20 years of experience make up 19 percent (N= 15) and those with over 20 years as a dietary manager represent 8 percent (N=6) of the responding population (Figure 4). According to the DMA national survey most of the respondents (28%) had an average of 6-10 years of work experience as a dietary manager, while those with more than 20 years of experience made up 11 percent (DMA, 1997).

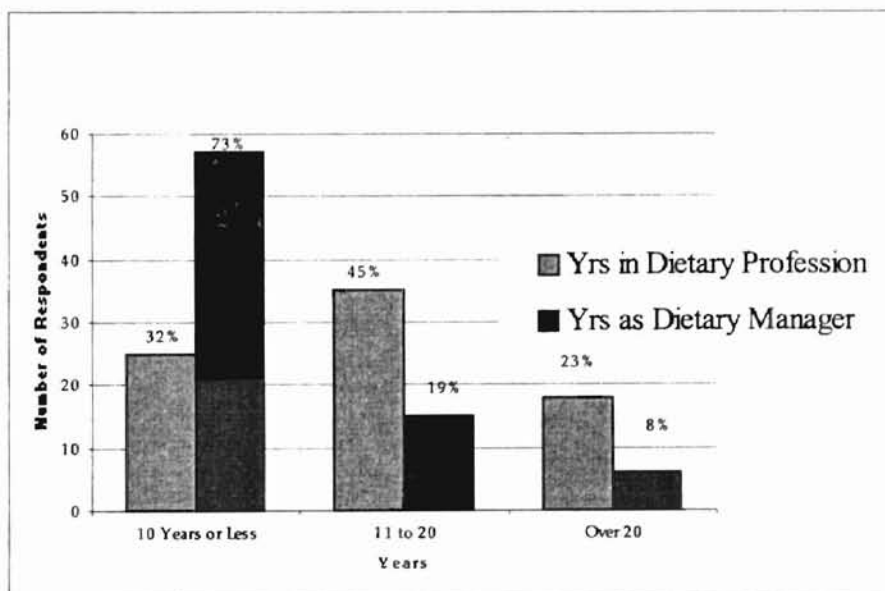


Figure 4. Years Employed in Dietary Profession and Years as Dietary Manager.

### Job Responsibilities

Job responsibility choices included clinical nutrition, foodservice management, food preparation, kitchen detail, employee management and other. The respondents reported the largest percentage of worktime was spent performing foodservice management duties (36%). Twenty-five percent of worktime involved clinical duties, 21 percent of the time was food preparation, 10 percent of the workday was in kitchen details; while 4 percent of the worktime was used to perform employee management and/or other duties. “Other” duties included meetings, visiting clients, feeding residents, checking with the nursing department to get information, directing another department, catering and clerical duties (Figure 5).

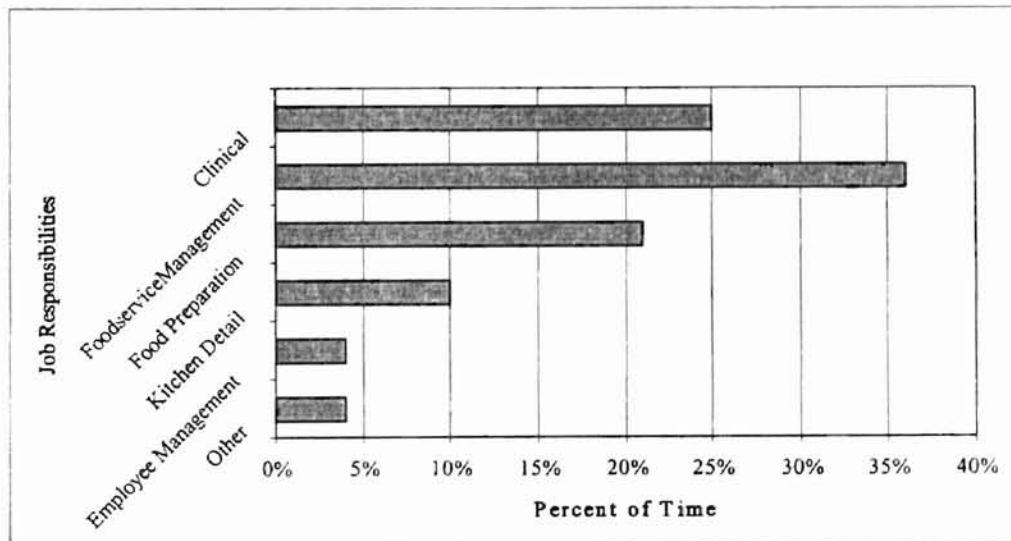


Figure 5. Percent of Job Responsibilities of Dietary Manager.

### Type of Facilities, Size of Facility, Size of Community

More than half (N=44, 56%) of the respondents worked in long-term care facilities. Twenty-two percent (N=17) worked in hospitals. Eight (10%) respondents reported that they worked at a combination of sites. One percent (N=1) worked in a food manufacturer, 1% (N=1) was employed at a correctional site. Eight percent (N=6) listed their employment facility as “other” (Table I).

The majority of the respondents (N=41, 54%) worked in facilities with less than 300 beds/participants/clients. The next largest group (N=21, 28%) worked at sites with 101 to 199 beds/participants/clients. Fourteen percent (N=11) worked in a 200 to 299 size facility, with 1% in a 300 to 399 size site and 3% in facilities with over 500 beds/participants/clients (Figure 6). The DMA survey found that the majority of their respondents are employed in nursing home (57%) with the average bed size of 126, while 24 percent worked in hospitals with the average bed size of 160 (DMA 1997).

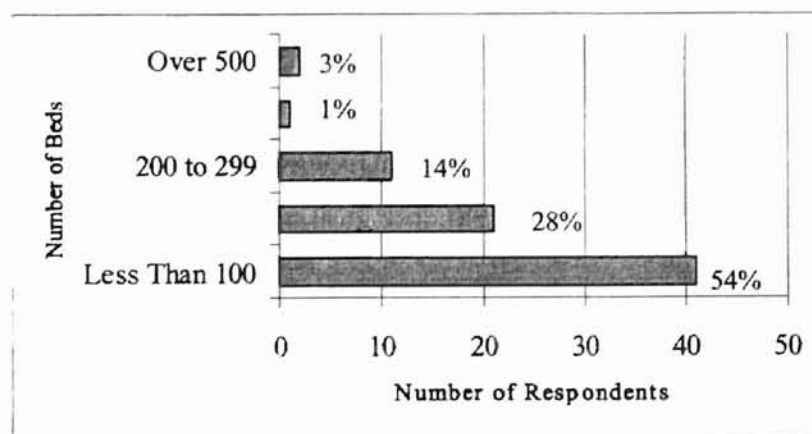


Figure 6. Size of Facility.

Thirty-three percent (N=25) reported that they lived in a community with a population of 5,000 to 25,000. Twenty-nine percent (N=22) lives in a town with the population under 5,000, twenty-six percent (N=20) reside in a city of 25,000 to 100,000, while the remaining 11 percent (N=8) lived in a large metropolitan area (Figure 7). The national survey conducted by DMA found that more than half (64%) of their respondents work in small towns and rural areas, while 36 percent work in a major city or suburb.

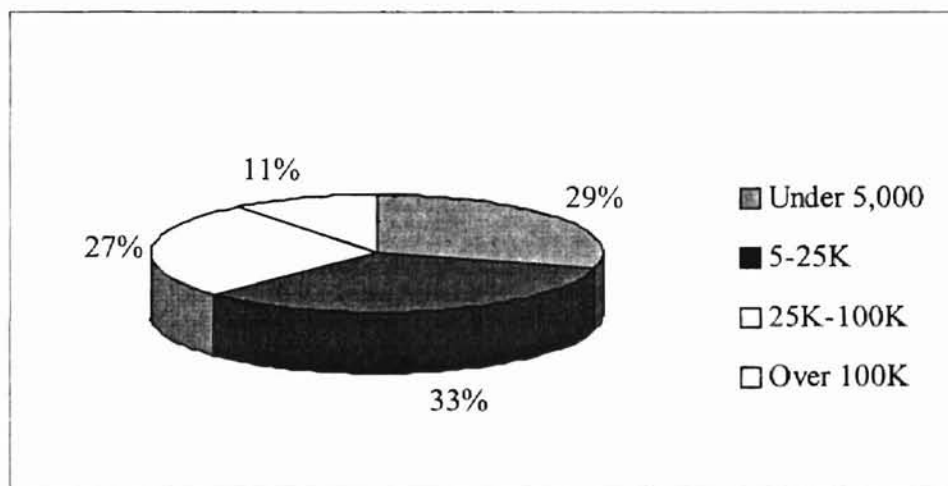


Figure 7. Size of Community of Dietary Managers.

#### Number of Clients Served and Staffing

There were numerous confusing answers to the question regarding the average number of clients/residents/beds served per day. It was possible that this question was misunderstood because the answer ranged from 0 to 1200. The researcher elected not to

discuss the particulars about the respondents' answers since the section on size of facility will help approximate the average number of meals served per day.

Fifty-one (65%) indicated that there was one dietitian on the staff. Twenty (27%) reported that there were no dietitians on staff. Dietitians at long-term care facilities are generally hired as consultants, therefore they are not included as full-time staff. Seven other respondents reported that there were between 2 to 8 dietitians, on staff. This is rather high considering the fact that the largest number of beds/size of facilities was approximately 500.

The respondents reported a range of 0 to 5 dietetic technicians on the staff. Most (N=68,87%) respondents indicated that a dietetic technician was not employed on the staff. The survey indicated that a total of 30 certified dietary managers (CDMs) were employed at the facilities. The respondents' answers to the number of foodservice workers at the facility and the number of employees they supervise were not clear. The researcher was uncertain if just foodservice workers or all employees from the facility were counted. Possible that all employees in a facility were included in some of the answers. Fifty respondents stated that they supervised between 2 to 14 employees while the remaining supervised between 15 to 60 employees.

### Job Satisfaction

Job satisfaction of the survey respondents was assessed by using the Job Satisfaction Survey (JSS) (Spector, 1985). The JSS consisted of 36 statements which were divided into nine facet scales to assess employee attitudes about the job and aspects of the job. The nine facet scales were pay, promotion, supervision, fringe benefits,



contingent rewards (performance base rewards), operating conditions (required rules and procedures), coworkers, nature of work (job) and communication. A summated rating scale is used, with six choices per item ranging from “strongly disagree” to strongly agree” (Table II).

The JSS scores of sample population were compared to the August 10, 1999 mean scores of the normative national sample (N=25,321), which was provided by Spector, for each subscale and for total satisfaction (Table III). Community mental health centers, state psychiatric hospital, state social service departments, nursing homes and correctional site employees made up the JSS normative samples (Figure 8). The established means of 16 or above are considered in the satisfied range, those between 12 and 16 are considered neutral and below 12 is the dissatisfied range (Spector, 1986; Miller, 1996). Total satisfaction scores of 108 or below are considered as dissatisfied, between 108 and 144 is neutral, and above 144 is considered in the satisfied range (Miller 1996).

Comparison of the dietary managers JSS subscale scores to Spector’s 1999 national scales and Miller’s 1996 dietetic technician’s scales indicated that the survey population from all three studies had similar satisfaction scores for supervision, coworkers and nature of work (job). The JSS national norm and dietetic technicians

TABLE II  
 FREQUENCY OF RESPONSES FOR THE 36 QUESTIONS  
 ARRANGED ACCORDING TO THE NINE FACETS  
 SUBSCALES FOR THE JOB SATISFACTION  
 SURVEY (JSS)

	VERY MUCH DISAGREE	MODERATELY DISAGREE	SLIGHTLY DISAGREE	SLIGHTLY AGREE	MODERATELY AGREE	VERY MUCH AGREE
<u>PAY</u>						
1	10 (13%)	11 (14%)	7 (9%)	10 (13%)	35 (46%)	3 (4%)
10	6 (8%)	4 (5%)	7 (9%)	9 (12%)	14 (19%)	35 (47%)
19	6 (8%)	15 (19%)	11 (14%)	116 (21%)	14 (18%)	16 (21%)
28	15 (20%)	10 (13%)	12 (16%)	16 (21%)	15 (19%)	9 (12%)
<u>PROMOTION</u>						
2	7 (9%)	7 (9%)	3 (4%)	14 (18%)	15 (19%)	31 (40%)
11	21 (27%)	6 (8%)	16 (21%)	15 (19%)	16 (21%)	3 (4%)
20	21 (27%)	9 (12%)	17 (22%)	14 (18%)	13 (17%)	3 (4%)
33	15 (19%)	13 (17%)	14 (18%)	20 (26%)	9 (12%)	6 (8%)
<u>SUPERVISION</u>						
3	4 (6%)	6 (9%)	7 (10%)	14 (20%)	12 (17%)	27 (39%)
12	30 (41%)	10 (14%)	16 (21%)	10 (13%)	7 (9%)	1 (1%)
21	17 (23%)	14 (19%)	8 (11%)	15 (20%)	9 (12%)	11 (15%)
30	0	2 (3%)	5 (7%)	16 (21%)	21 (28%)	31 (41%)
<u>FRINGE BENEFITS</u>						
4	21 (27%)	11 (14%)	3 (4%)	10 (13%)	15 (19%)	17 (22%)
13	16 (21%)	10 (13%)	5 (6%)	15 (19%)	18 (23%)	13 (17%)
22	16 (21%)	13 (17%)	7 (9%)	15 (19%)	19 (24%)	8 (10%)
29	7 (9%)	5 (6%)	8 (10%)	15 (19%)	11 (14%)	32 (41%)

TABLE II - Continued

	VERY MUCH DISAGREE	MODERATELY DISAGREE	SLIGHTLY DISAGREE	SLIGHTLY AGREE	MODERATELY AGREE	VERY MUCH AGREE
<u>CONTINGENT REWARDS</u>						
5	10 (13%)	12 (16%)	13 (17%)	17 (23%)	13 (17%)	10 (13%)
14	12 (16%)	11 (14%)	12 (16%)	22 (29%)	11 (14%)	9 (12%)
23	10 (13%)	9 (12%)	7 (9%)	13 (17%)	23 (30%)	14 (18%)
32	2 (3%)	12 (16%)	11 (14%)	21 (27%)	18 (23%)	13 (17%)
<u>OPERATING CONDITIONS</u>						
6	10 (13%)	11 (14%)	7 (9%)	10 (13%)	35 (46%)	3 (4%)
15	3 (4%)	11 (14%)	13 (17%)	21 (28%)	20 (26%)	10 (13%)
24	12 (16%)	9 (12%)	10 (13%)	21 (28%)	12 (16%)	12 (16%)
31	7 (9%)	14 (18%)	13 (17%)	17 (22%)	14 (18%)	12 (16%)
<u>COWORKERS</u>						
7	1 (1%)	2 (3%)	0	12 (16%)	28 (36%)	34 (44%)
16	10 (13%)	12 (16%)	12 (16%)	17 (22%)	15 (19%)	11 (14%)
25	3 (4%)	2 (3%)	0	11 (15%)	29 (39%)	29 (39%)
34	8 (10%)	12 (16%)	11 (14%)	20 (26%)	12 (16%)	14 (18%)
<u>NATURE OF WORK</u>						
8	25 (35%)	13 (18%)	10 (14%)	12 (17%)	8 (11%)	4 (6%)
17	1 (1%)	1 (1%)	2 (3%)	1 (1%)	35 (48%)	33 (45%)
27	2 (3%)	0	0	4 (5%)	19 (24%)	53 (68%)
35	2 (3%)	5 (6%)	5 (6%)	9 (12%)	35 (45%)	21 (27%)
<u>COMMUNICATION</u>						
9	20 (26%)	9 (12%)	14 (18%)	16 (21%)	11 (14%)	6 (8%)
18	19 (27%)	10 (14%)	12 (17%)	17 (24%)	10 (14%)	3 (4%)
26	8 (10%)	5 (6%)	10 (13%)	19 (24%)	19 (24%)	17 (22%)
36	12 (15%)	13 (17%)	13 (17%)	16 (21%)	16 (21%)	8 (10%)

TABLE III  
 COMPARISON OF NATIONAL TOTAL AMERICAN AND  
 DIETARY MANAGERS MEANS FOR THE JOB  
 SATISFACTION SURVEY (JSS)

Subscale	National		Dietary Managers	
	Mean*	SD	Mean	SD
	N = 25,321		N = 78	
Pay	11.9	2.6	12.63	4.73
Promotion	11.8	1.9	11.17	3.88
Supervision	18.6	1.9	17.69	4.70
Benefits	14.3	2.3	13.82	4.64
Contingent Rewards	13.5	2.0	13.09	4.59
Operating Conditions	13.6	2.0	13.73	3.33
Coworker	17.9	1.4	16.56	3.85
Nature of Work	18.9	1.6	17.10	3.31
Communication	14.2	1.9	16.02	3.49
Total	134.8	12.3	131.38	24.74

Note: \*Weighted Means (Spector, 1999)

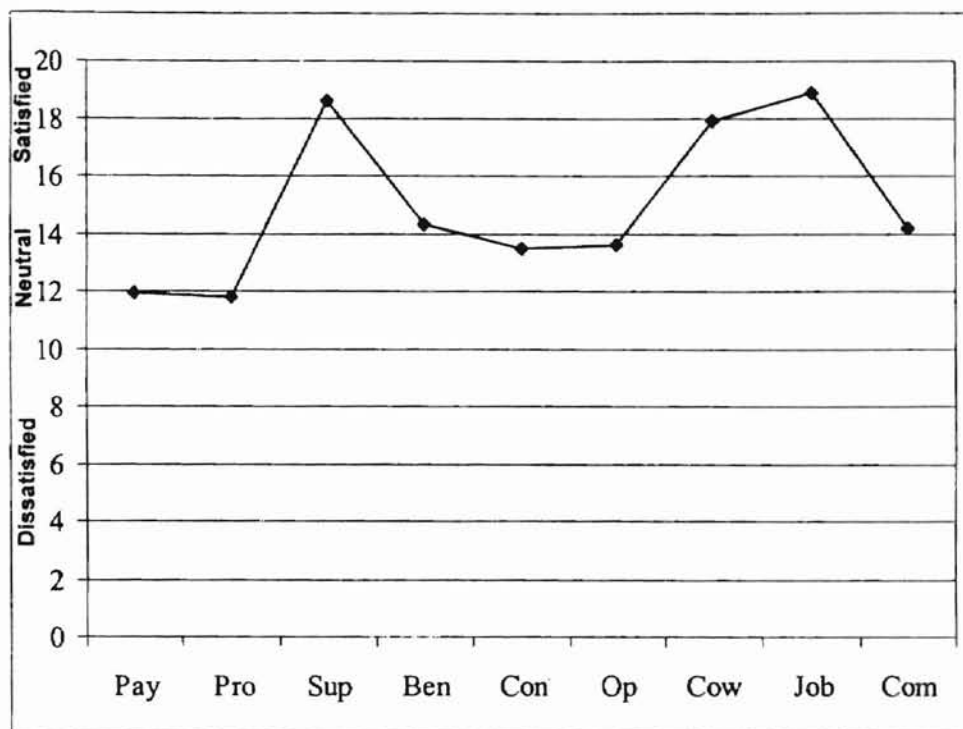


Figure 8. Normative Profile of Mean Responses for Organizations on the Nine Facets of Job Satisfaction Survey (Spector, 1999).

norms for communication was neutral while the dietary managers were satisfied with communication (Figure 9). According to a “1997 National Study of the Changing Workforce” employees feel that their immediate supervisors are quite supportive and most employees have positive, supportive relationships with coworkers (Bond, Galinsky, Swanberg, 1998). Results of this study supports the findings of the dietary manager survey.

On the subscales pay, fringe benefits, contingent rewards (performance based rewards) and operating conditions the dietary managers scored neutral. The JSS national norms ranked dissatisfied for pay while the dietetic technicians was neutral. Both the

national norms and the dietetic technicians scored neutral on fringe benefits, contingent rewards and operating conditions. All three groups scored in the dissatisfaction range for the subscale promotion (Figure 9). Bond, et al. (1998) reported that the majority of employees, 74 through 84 percent, have access to traditional fringe benefits: personal health insurance coverage, pension or retirement plan, paid vacation and holidays and paid time off for personal illness. Access to fringe benefits may be based on various factors. Companies with large numbers of employees nationwide tend to provide greater access to traditional and non-traditional fringe benefits. Employees who are part-time, receive low wages, and, to a lesser extent, hourly workers have less access to traditional fringe benefits.

Total satisfaction scores for JSS norms, dietetic technicians and dietary managers were in the neutral range, which indicates that personnel were neither satisfied nor dissatisfied. (Table 3) The 1997 study of U.S. workers reported that employees were generally satisfied with their job. Findings indicated that employees today were somewhat more satisfied than employees 20 years ago. Most employees of today were committed to the success of their companies and loyal to their employers, despite the low loyalty of employers to their employees (Bond, et al, 1998).

### Statistical Analysis

T-test, analysis of variance (ANOVA), Duncan's Multiple Range test and Kramer Approximation analyses were used to examine subscale scores, total satisfaction scores, personal and employment variables. Personal variables included gender, age, ethnic background and number of years as a dietary manager. Highest degree obtained was not

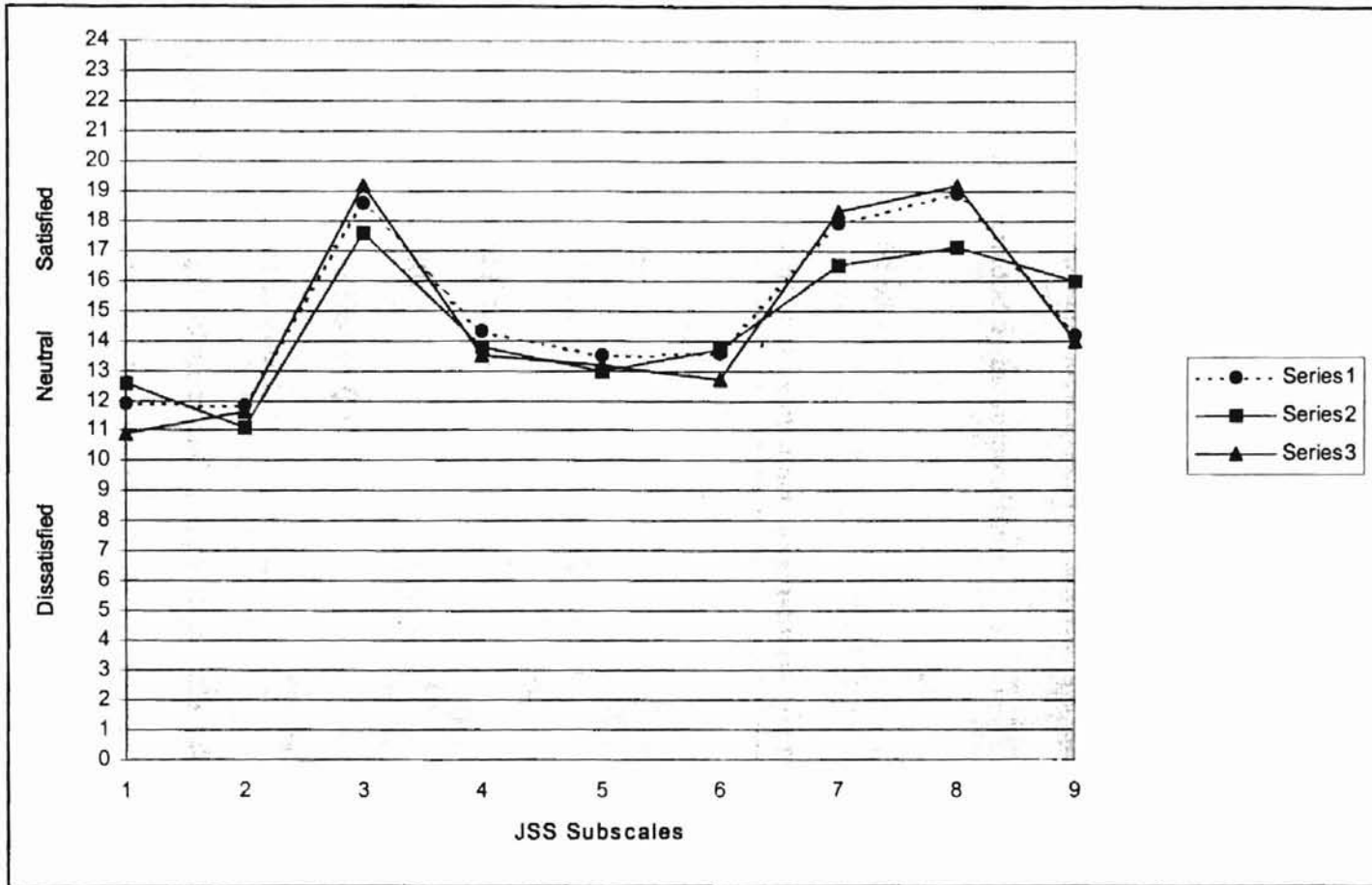


Figure 9. Comparison of 1999 Mean Responses with Dietary Managers and Dietetic Technician Mean Responses in the Nine Facets of the Job Satisfaction Survey (JSS). Note: 1=Pay; 2=Pro; 3=Sup; 4=Ben; 5=Con; 6=Op; 7=Cow; 8=Job; 9=Com; Series 1=National Norms (Spector, 1999); Series 2=Dietary Managers; Series 3=Dietetic Technician (Miller, 1996).

included in the statistical analysis since the majority of the respondents had a high school diploma or GED. Also, the position title was not analyzed because of the numerous job titles listed.

Employment variables included employment status, annual income, number of years in the dietary profession, types and size of facility. Years in current position, job title, position title of supervisor, and number of dietary managers and number of employees supervised were not statistically analyzed since answers to these questions were obviously misunderstood by the respondents.

#### Testing of Hypothesis One

There will be no significant association between job satisfaction scores and personal variables:

1. Gender
2. Age
3. Ethnic Background
4. Job Title
5. Highest Degree Completed
6. Degree Emphasis

T-test compared gender, ethnicity and age against the JSS subscales. The analysis of the T-test indicated that the performance of two subscales were significantly related to gender. Male respondents ( $p=0.0369$ ) felt that they were more likely to have opportunities for promotions than did the female respondents. Men are slightly more confident than women that employees of their own gender or of the same racial or national background can



advance in organizations where they work (Bonds, et al.,1998). Also gender showed a significant association for the subscale coworker ( $p=0.0514$ ) (Table IV). Male respondents were more satisfied with their coworkers than their female counterparts.

TABLE IV

## T-TEST FOR JSS SUBSCALES GENDER

	Gender	N	Mean	t-value	Pr> t
<u>Pay</u>	Male	6	15.5	1.56	0.112
	Female	67	12.373		
<u>Promotion</u>	Male	6	14.333	2.12	0.0369*
	Female	70	10.9		
<u>Supervisor</u>	Male	6	19.167	0.54	0.6115 <sup>1</sup>
	Female	62	17.548		
<u>Fringe Benefits</u>	Male	6	16.333	1.16	0.2951 <sup>1</sup>
	Female	70	13.614		
<u>Contingent Rewards</u>	Male	5	15.4	1.11	0.3222 <sup>1</sup>
	Female	67	12.925		
<u>Operating Conditions</u>	Male	6	15.667	1.49	0.1405
	Female		13.567		
<u>Coworker</u>	Male	6	19.5	1.98	0.0514
	Female	66	16.303		
<u>Nature of Work</u>	Male	4	17.5	0.33	0.7576
	Female	62	17.081		
<u>Communication</u>	Male	5	16.4	0.15	0.8871
	Female	64	16		

Note: \*= $p \leq 0.05$ ; <sup>1</sup>Satterthwaite t-test approximation used.

Age of survey participants was collapsed into two groups, 44 years and below and 45 years and above. Results indicated that there was a significant association between age and the subscale fringe benefits ( $p=0.0193$ ). (Table V). All dietary managers ranked fringe

benefits as neutral on the JSS, but the 44 and below age group has a higher satisfaction rate than did the 45 years and above group. The DMA study in 1997 found that 89 percent of employers offer health insurance to dietary managers.

This study examined ethnicity before collapsing the different groups (White, Asian, Black, Hispanic, Native American and "Other") and after the groups were collapsed into two groups (White and "Other").

TABLE V  
T-TEST FOR JSS SUBSCALES AGE

	Age	N	Mean	t-value	Pr>
<u>Pay</u>	44 & below	16	13.43	0.77	0.4442
	45 & above	57	12.40		
<u>Promotion</u>	44 & below	19	12.05	1.14	0.2563
	45 & above	57	10.87		
<u>Supervision</u>	44 & below	17	17.70	0.01	0.9893
	45 & above	51	17.68		
<u>Fringe Benefits</u>	44 & below	19	15.84	2.45	0.0193 <sup>*</sup>
	45 & above	57	13.15		
<u>Contingent Rewards</u>	44 & below	18	13.5	0.45	0.6569 <sup>1</sup>
	45 & above	54	12.96		
<u>Operating Conditions</u>	44 & below	18	13.83	0.14	0.8869
	45 & above	55	13.70		
<u>Coworker</u>	44 & below	19	16.68	0.14	0.8929 <sup>1</sup>
	45 & above	53	16.52		
<u>Nature of Work</u>	44 & below	17	17.353	0.35	0.7242
	45 & above	49	17.02		
<u>Communication</u>	44 & below	18	16.44	0.58	0.5616
	45 & above	51	15.88		

Note: \* = $p \leq 0.05$ ; <sup>1</sup> Satterthwaite t-test approximation used.

Analysis of variance and Duncan's Multiple Range Test showed a relationship with ethnicity (before collapsing groups) and the subscale supervision ( $p=0.0600$ )

All groups indicated being satisfied with their supervision. The Native American group was different from "Other" and Hispanic respondents, but were not different from Blacks and Whites. Respondents under the classification "Other" were significantly different from Native Americans in their supervision mean scores, but not with Black, White and Hispanic groups. The Hispanic respondents scored significantly different from Native Americans, Black and White but not from "Other" respondents.

Ethnicity before collapsing the groups also showed a significant association with operating conditions ( $p=0.0047$ ) (Table VI). The Duncan Multiple Range Test showed that the Native Americans were different from "Other" and Hispanic but not from Blacks and Whites. "Other" was found to be different from Hispanic and Native American but not from Black and White, while Hispanic showed a difference from "Other," White, Black and Native American (Table VII).

TABLE VI  
ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR  
OPERATING CONDITIONS AND ETHNICITY

Source	DF	Mean Square	F Value	Pr > F
Model	4	39.0526771	4.12	0.0047
Error	68	9.4682954		

Note: Significant at  $p<0.05$

TABLE VII  
DUNCAN MULTIPLE RANGE TEST FOR OPERATING  
CONDITIONS AND ETHNICITY

Duncan Grouping		Mean	N	Ethnicity	
	A	19.000	3	5	NA
B	A	14.000	4	3	Black
B	A	13.694	62	1	White
B		11.667	3	6	Other
	C	6.000	1	4	Hispanic

The analysis of variance determinations showed a significant association between ethnicity and total satisfaction ( $p=0.0960$ ). Duncan Multiple Range Test found that Native Americans were more satisfied with their jobs than their Black and Hispanic counterparts.

When ethnicity was collapsed into only two groups, White and "Other" significant associations were found between ethnicity and two subscales: nature of work ( $p=0.0379$ ) and communication ( $p=0.0218$ ). Whites were more satisfied than "Others" with their nature of work and communication in the workplace (Table VIII).

TABLE VIII  
T-TEST FOR JSS SUBSCALES ETHNICITY COLLAPSED

	Race	N	Mean	t-value	Pr > t
<u>Pay</u>	White	63	12.65	0.09	0.9309 <sup>1</sup>
	Other	10	12.5		
<u>Promotion</u>	White	66	11.01	-0.70	0.5010 <sup>1</sup>
	Other	10	12.2		
<u>Supervision</u>	White	59	17.71	0.07	0.9485 <sup>1</sup>
	Other	9	17.55		
<u>Fringe Benefits</u>	White	65	12.71	0.31	0.7596 <sup>1</sup>
	Other	11	10.61		
<u>Contingent Rewards</u>	White	62	13.09	-0.00	0.9984
	Other	10	13.1		
<u>Operating Conditions</u>	White	62	13.69	-0.20	0.844
	Other	11	14.0		
<u>Coworker</u>	White	61	16.47	-0.43	0.6752 <sup>1</sup>
	Other	11	17.09		
<u>Nature of Work</u>	White	58	17.31	2.26	0.0379 <sup>1*</sup>
	Other	8	15.62		
<u>Communication</u>	White	60	16.4	2.35	0.0218 <sup>*</sup>
	Other	9	13.55		

Note: \*= $p \leq 0.05$ ; <sup>1</sup> Satterthwaite-test approximation used.

Gender was significantly associated with promotion ( $p=0.0369$ ) and coworker ( $p=0.0514$ ), while age was significantly associated with fringe benefits ( $p=0.0193$ ). Ethnicity was significantly associated with operating conditions ( $p=0.0047$ ), nature of work ( $p=0.0379$ ) and communication ( $p=0.0218$ ), therefore the researcher rejected Hypothesis One.

### Testing of Hypothesis Two

There will be no significant association between the job satisfaction scores and institutional variables:

1. Full-time or part-time employment
2. Number of years in the dietary profession
3. Years employed as a dietary manager
4. Area(s) of responsibility
5. Type of facility
6. Size of Facility
7. Size of Community
8. Numbers of employees he/she supervise
9. Salary is or is not commensurate with title, responsibilities and experience.

Analysis of variance and Duncan's Multiple Range Test were conducted on the institutional variables. Significant associations were found for the institutional variables of employment, number of years in the dietary profession, type of facility and size of community.

The ANOVA did not show a significant association between status of employment and operating conditions ( $p=0.0865$ ), however the Duncan's Multiple Range Test did reveal a difference in means for part-time employees from the unemployed respondents. Status of employment was found to have a significant association with supervision ( $p=0.0508$ ) (Table IX). Part-time respondents scored higher or were satisfied with their

supervision than full-time employees were, however, no different than part-time or unemployed workers with regards to their supervision on the job (Table X).

TABLE IX  
ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR  
SUPERVISION AND STATUS OF EMPLOYMENT

Source	DF	Mean Square	F Value	Pr > F
Supervision and Status of Employment	2	665.022380	3.12	0.0508
Error	65	20.837999		

Note:  $p < 0.10$

TABLE X  
DUNCAN MULTIPLE RANGE TEST FOR SUPERVISION  
AND STATUS OF EMPLOYMENT

Duncan Grouping	Mean	N	Status of Employment
A	21.000	4	Part-time
A	17.738	61	Full-time
	12.333	3	Not Employed

The ANOVA did show a significant association between the variables number of years in the dietary profession and fringe benefits ( $p=0.0953$ ) (Table XI). The Duncan's

Multiple Range Test did find differences between respondents with less than 10 years of employment and those with more than 20 years of employment. Workers with less than 10 years experience were more satisfied with their fringe benefits than those with more than 20 years experience. Managers with 11-20 years experience, however, were no different than those with less than 10 years or over 20 years in relation to satisfaction with fringe benefits. Perhaps those with 20 years experience are looking toward retirement and are therefore less satisfied with what they currently receive as fringe benefits.

TABLE XI  
ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR  
FRINGE BENEFITS AND YEARS IN DIETARY  
PROFESSION

Source	DF	Mean Square	F Value	Pr > F
Fringe Benefits	2	50.545416	2.43	0.0953
Error	73	20.817609		

Note:  $p < 0.10$

The ANOVA and Duncan's Multiple Range Test indicated a significant relationship between type of facility and fringe benefits ( $p=0.0097$ ). Tables XII and XIII show respondents that work in "Other" facilities are different from respondents who work in long-term care facilities. This may be due to the historical tendency for long-term care facilities to provide very few benefits and/or no benefits. The majority of



respondents in this survey were employed at long-term care/retirement type of facility and they are not as satisfied with their fringe benefits as those employed in other settings.

TABLE XII  
ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR  
FRINGE BENEFITS AND TYPE OF FACILITY

Source	DF	Mean Square	F Value	Pr > F
Fringe Benefits	2	96.688218	4.94	0.0097
Error	73	19.553423		

Note:  $p < 0.05$

TABLE XIII  
DUNCAN MULTIPLE RANGE TEST FOR FRINGE  
BENEFITS AND TYPE OF FACILITY

Duncan Grouping	Mean	N	Type of Facility
A	16.118	17	Other
B	15.063	16	Hospital
B	12.465	43	Long Term

Fringe benefits were also found to have a significant association with size of community ( $p=0.0423$ ). The ANOVA and Duncan's Multiple Range Test found that

those who live in a community with a population of 100,000 and over were different from respondents living in towns of 5,000 and cities of 25,000 to 100,000 (Tables XIV and XV). This could reflect the fact that larger facilities in larger cities have better benefits than smaller facilities in smaller or medium size communities. Managers working in larger cities are therefore more satisfied with their fringe benefits than those in other communities.

TABLE XIV  
ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR  
FRINGE BENEFITS AND SIZE OF COMMUNITY

Source	DF	Mean Square	F Value	Pr > F
Fringe Benefits	3	58.572231	2.87	0.0423
Error	70	20.385707		

Note:  $p < 0.05$

TABLE XV  
DUNCAN MULTIPLE RANGE TEST FOR FRINGE  
BENEFITS AND SIZE OF COMMUNITY

Duncan Grouping	Mean	N	Size of Community
A	17.500	8	Large City 100,000T
B	14.520	25	Small City 5-25,000T
B	12.905	21	Town 5,000T
B	12.450	20	City 25,000-100,00T

Status of employment, type of facilities, and size of community were significantly associated ( $p < 0.05$ ) with supervision and fringe benefits, therefore, the researcher rejected Hypothesis Two.

## CHAPTER V

### SUMMARY, RECOMMENDATIONS, AND IMPLICATIONS

#### Summary

The purpose of this study was to determine the job satisfaction of Certified Dietary Managers (CDM) in Oklahoma. Based on the literature review, this group of service employees had not been extensively explored. The sample consisted of 493 certified and non-certified dietary managers who are members of the National Dietary Managers Association (DMA), as of October 1999 and lived in the state of Oklahoma. Because of the low response rate both certified and non-certified dietary manager's surveys were combined in the study. Seventy-eight questionnaires were returned and used in the data analysis.

Thirty of the respondents were certified while the remaining 48 were non-certified dietary managers. Almost all of the respondents (92%) of the 78 dietary managers who responded were females. About half (46%) was between 45 and 54 years of age, and the remaining being under 44 or over 55. More than three-fourth (86%) were White, while the rest were either, Black, Native American, Hispanic, and/or "Other." The highest level of education attained by most of the respondents (73%), was a high school diploma or GED, while the remaining respondent had earned some type of higher education.

Results indicated that 36 percent of the respondents had a salary between \$15,001-\$20,000 and 24 percent earned under \$15,000. Most of the respondent (88%), worked full-time and the majority (56%) were employed in long-term care facilities; with 22 percent working in hospitals. Most of the respondents (45%) had worked in the dietary profession between 11-20 years, with 32 percent at 10 years or less and 23 percent working for over 20 years.

The respondents (54%), mostly worked in facilities with 100 beds or less, 28 percent worked in 200-299 bed facilities; only a few (5%) worked in facilities with 300 or more beds. The majority (33%) lived in small cities with populations of 5,000-25,000; 29 percent lived in a town with fewer than 5,000; while 26 percent reside or work in cities with 25,000-100,000. The respondents spent most of their working hours (36%) performing food service management duties, 25 percent was spent in clinical duties and 25 percent involved food preparation.

When compared with the JSS, the survey respondents were satisfied with supervision, co-workers, nature of work and were neutral for the subscale pay, fringe benefits, contingent rewards, operating conditions and communication; while being dissatisfied with promotion. The overall total satisfaction of the dietary managers was neutral.

### Recommendations

To increase the response rate, the research recommends that a second mailing be done. Also, the questionnaire should be mailed 2-3 weeks before and/or after the Thanksgiving and Christmas holiday season. A pilot survey could also benefit the results

by testing the questions on like participants, which would help clarify confusing questions. Networking with the State Dietary Managers Association could also assist in the response rate. The cell size of JSS could be the same size to help facilitate ease of answering the questions. Also, the demographic questions could be re-worded to better attain clearer information for and about the target sample.

### Implications

Job satisfaction has long been an interest to organizations. The human relations movement in management has gone from how to change the work environment, job duties, increase work incentives to just looking at the overall self happiness of individuals.

The findings from the research can be used to help develop the personal growth of the employees as well as help human resource departments provide training and better quality fringe benefits, pay, and a supportive workplace. Also, with the growth of the older population and increasing establishment of assisted living facilities, the job satisfaction needs of dietary managers and food service employees should be important to human resource if motivated and productive managers are needed to promote and enhance customer satisfaction among various clients.

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## APPENDIXES

APPENDIX A

CORRESPONDENCE AND QUESTIONNAIRE

## OKLAHOMA STATE UNIVERSITY



November 22, 1999

Department of Nutritional Sciences  
425 Human Environmental Sciences  
Stillwater, Oklahoma 74078-6141  
405-744-5040, Fax 405-744-7113  
Email [nutrsa@okway.okstate.edu](mailto:nutrsa@okway.okstate.edu)  
<http://www.okstate.edu/hes/rsa/nutsci.html>

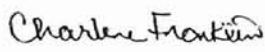
Dear Certified Dietary Manager,


As a dietetic practitioner, you are aware that job satisfaction is linked with work performance and productivity. Job satisfaction has been studied for a number of years, however, very limited studies have involved the job satisfaction of dietary managers. We believe it is important for professionals to evaluate the conditions at their work-place and to discover what makes work more meaningful and challenging. Previous quality of work studies done at Oklahoma State University included Quality of Work Life of Oklahoma Dietetic Association members, U.S. military dietitians, dietitians in business and communications, job satisfaction and continuing education needs of dietetic technicians and QWL of cooperative extension service food and nutrition specialists.

This survey includes questions on the following job satisfaction issues: feelings and commitment toward the organization, pay and benefits, job security, management, relations with your supervisor, advancement issues, co-worker relations and the job itself. Information gained from this study can hopefully assist employers, human resource managers, managers and dietitians in improving the quality of work life for Certified Dietary Managers.

A summary of the findings will be made available to the Oklahoma Dietary Managers Association. Results will not identify individuals or their place of work. It will take about 15 to 20 minutes to complete this questionnaire. After completing all three (3) pages of the questionnaire, please refold with the pre-paid reply visible, seal with tape, and return to us. Please return on or before December 8, 1999. If you have any questions, please call us at (405) 744-8294 or call Sharon Bacher, Institutional Review Board Executive Secretary at (405) 744-6501.

Thank you for your time and professional assistance.

  
Charlene Franklin, R.D./L.D.  
Graduate Student

  
Lea L. Ebro, Ph.D., R.D./L.D.  
Professor and Dietetic Internship Director



### SURVEY OF CERTIFIED DIETARY MANAGERS (CDM)

**PART I: DEMOGRAPHIC INFORMATION (Please fill out every question by checking the appropriate answer.)**

1. Gender: (1)  Male (2)  Female
2. Age Group: (1)  Under 25 (2)  25-34 (3)  35-44 (4)  45-54  
(5)  55-64 (6)  65 and up
3. Ethnicity: (1)  White (2)  Asian (3)  Black (4)  Hispanic  
(5)  Native Amer. (6)  Other, specify \_\_\_\_\_
4. Highest level of education obtained: (1)  High School Diploma/GED  
(2)  Associate Degree (3)  Degree
5. Degree emphasis: (1)  Nutrition (2)  Foodservice (3)  Culinary Arts  
(4)  Other, specify \_\_\_\_\_
6. Current job title: \_\_\_\_\_
7. What is your approximate annual salary range? (If you are paid by the hour, compute to the closest range.)  
(1)  Under \$15,000/year (5)  30,001-35,000/year  
(2)  \$15,001-20,000/year (6)  35,001-40,000/year  
(3)  \$20,001-25,000/year (7)  40,001-45,000/year  
(4)  \$25,001-30,000/year (8)  Over 45,000/year
8. Status of employment (1)  Full time (35 or more hours /week)  
(2)  Part time (34 or less hours/week)  
(3)  Not employed or retired; or not employed as a dietary manager
9. Number of years you have been (or were) employed in the dietary profession: \_\_\_\_\_
10. Number of years you have been (or were) employed as a dietary manager: \_\_\_\_\_
11. Job responsibilities (What percent of your worktime do you spend performing the following? The total should equal 100%.):  
(1)  Clinical nutrition (patient assessment, consultation, progress notes)  
(2)  Foodservice Management (supervising/training foodservice workers, planning menus, ordering food/supplies)  
(3)  Food Preparation (preparing meals, serving meals)  
(4)  Kitchen Detail (washing dishes; cleaning kitchen)  
(5)  Employee Management (supervising non-foodservice workers)  
(6)  Other, specify \_\_\_\_\_
12. In what type of facility do you currently work?  
(1)  Long term care (including retirement, assisted living, residential)  
(2)  Hospital/medical center (acute care)  
(3)  Community/public health (WIC, etc.)  
(4)  Food manufacturer, distributor, retailer  
(5)  Wellness

Continued →

- (6) \_\_\_\_\_ Non-institutionalized population (school, restaurant)  
 (7) \_\_\_\_\_ Outpatient care  
 (8) \_\_\_\_\_ Correctional  
 (9) \_\_\_\_\_ Military  
 (10) \_\_\_\_\_ Other, specify \_\_\_\_\_

13. Average number of clients/residents/beds served per day \_\_\_\_\_

14. Size of facility: (beds, participants, clients, students)

- (1) \_\_\_\_\_ Less than 100    (2) \_\_\_\_\_ 101-199    (3) \_\_\_\_\_ 200-299  
 (4) \_\_\_\_\_ 300-399    (5) \_\_\_\_\_ 400-499    (6) \_\_\_\_\_ Over 500

15. In what size community is your facility located?

- (1) \_\_\_\_\_ Town (population under 5000)  
 (2) \_\_\_\_\_ Small city (population 5,000-25,000)  
 (3) \_\_\_\_\_ City (population 25,000-100,000)  
 (4) \_\_\_\_\_ Large metropolitan area (population over 100,000)

16. Staffing:

- (1) Number of Registered Dietitians at your facility? \_\_\_\_\_  
 (2) Number of Registered Dietetic Technicians at your facility? \_\_\_\_\_  
 (3) Number of Certified Dietary Managers at your facility? \_\_\_\_\_  
 (4) Number of Foodservice workers at your facility? \_\_\_\_\_  
 (5) Number of employees that you supervise? \_\_\_\_\_

#### PART II: JOB SATISFACTION SURVEY

Copyright 1994. All rights reserved. Permission for use obtained from Paul E. Spector, Department of Psychology, University of South Florida.

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION.	DISAGREE 1 = Very Much 2 = Moderately 3 = Slightly	AGREE 4 = Slightly 5 = Moderately 6 = Very Much
1	I feel I am being paid a fair amount for the work I do.	1 2 3	4 5 6
2	There is really too little chance for promotion on my job.	1 2 3	4 5 6
3	My supervisor is quite competent in doing his/her job.	1 2 3	4 5 6
4	I am not satisfied with the benefits I receive.	1 2 3	4 5 6
5	When I do a good job, I receive the recognition for it that I should.	1 2 3	4 5 6
6	Many of our rules and procedures make doing a good job difficult.	1 2 3	4 5 6
7	I like the people I work with.	1 2 3	4 5 6
8	I sometimes feel my job is meaningless.	1 2 3	4 5 6
9	Communications seem good within this organization.	1 2 3	4 5 6
10	Raises are too few and far between.	1 2 3	4 5 6
11	Those who do well on the job stand a fair chance of being promoted.	1 2 3	4 5 6
12	My supervisor is unfair to me.	1 2 3	4 5 6
13	The benefits we receive are as good as offered by most other organizations.	1 2 3	4 5 6
14	I do not feel that the work I do is appreciated.	1 2 3	4 5 6

Continued →

	PLEASE CIRCLE THE ONE NUMBER TO EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION	DISAGREE 1=Very Much 2=Moderately 3=Slightly	AGREE 4=Slightly 5=Moderately 6=Very Much
15	My efforts to do a good job are seldom blocked by red tape.	1 2 3	4 5 6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1 2 3	4 5 6
17	I like doing the things I do at work.	1 2 3	4 5 6
18	The goals of this organization are not clear to me.	1 2 3	4 5 6
19	I feel unappreciated by the organization when I think about what they pay me.	1 2 3	4 5 6
20	People get ahead as fast here as they do in other places.	1 2 3	4 5 6
21	My supervisor shows too little interest in the feelings of subordinates.	1 2 3	4 5 6
22	The benefit package we have is equitable.	1 2 3	4 5 6
23	There are few rewards for those who work here.	1 2 3	4 5 6
24	I have too much to do at work.	1 2 3	4 5 6
25	I enjoy my coworkers.	1 2 3	4 5 6
26	I often feel that I do not know what is going on with the organization	1 2 3	4 5 6
27	I feel a sense of pride in doing my job.	1 2 3	4 5 6
28	I feel satisfied with my chances for promotion.	1 2 3	4 5 6
29	There are benefits we do not have which we should have	1 2 3	4 5 6
30	I like my supervisor	1 2 3	4 5 6
31	I have too much paperwork.	1 2 3	4 5 6
32	I don't feel my efforts are rewarded the way they should be	1 2 3	4 5 6
33	I am satisfied with my chances for promotion.	1 2 3	4 5 6
34	There is too much bickering and fighting at work.	1 2 3	4 5 6
35	My job is enjoyable.	1 2 3	4 5 6
36	Work assignments are not fully explained.	1 2 3	4 5 6

Thank you for taking the time to respond to this survey. Your answers will help others understand role functions and needs of dietary managers. Your answers will remain confidential.

C. Franklin  
2135 E. Skelly Dr. #217-2  
Tulsa, Ok. 74105



Department of Nutritional Sciences  
425 Human Environment Sciences  
Stillwater, Ok. 74078  
Charlene Franklin  
441569614



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APPENDIX B

INSTITUTIONAL REVIEW BOARD

APPROVAL FORM

OKLAHOMA STATE UNIVERSITY  
INSTITUTIONAL REVIEW BOARD

Date: October 20, 1999 IRB #: HE-00-121

Proposal Title: "JOB SATISFACTION OF CERTIFIED DIETARY MANAGERS IN OKLAHOMA"

Principal Investigator(s): Lea Ebro  
Charlene Franklin

Reviewed and Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved

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Signature:



Carol Olson, Director of University Research Compliance

October 20, 1999

Date

Approvals are valid for one calendar year, after which time a request for continuation must be submitted. Any modification to the research project approved by the IRB must be submitted for approval. Approved projects are subject to monitoring by the IRB. Expedited and exempt projects may be reviewed by the full Institutional Review Board

APPENDIX C

INSTRUCTIONS FOR SCORING THE JOB

SATISFACTION SURVEY (JSS)

### Instructions for Scoring the Job Satisfaction Survey, JSS

Paul E. Spector

Department of Psychology

University of South Florida

The Job Satisfaction Survey or JSS, has some of its items written in each direction—positive and negative. Scores on each of nine facet subscales, based on 4 items each, can range from 4 to 24; while scores for total job satisfaction, based on the sum of all 36 items, can range from 36 to 216. Each item is scored from 1 to 6 if the original response choices are used. High scores on the scale represent job satisfaction, so the scores on the negatively worded items must be reversed before summing with the positively worded into facet or total scores. A score of 6 representing strongest agreement with a negatively worded item is considered equivalent to a score of 1 representing strongest disagreement on a positively worded item, allowing them to be combined meaningfully. Below is the step by step procedure for scoring.

1 Responses to the items should be numbered from 1 representing strongest disagreement to 6 representing strongest agreement with each. This assumes that the scale has not be modified and the original agree-disagree response choices are used.

2. The negatively worded items should be reverse scored. Below are the reversals for the original item score in the left column and reversed item score in the right. The rightmost values should be substituted for the leftmost. This can also be accomplished by subtracting the original values for the internal items from 7.

1 = 6

2 = 5

3 = 4

4 = 3

5 = 2

6 = 1

3 Negatively worded items are 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, 36. Note the reversals are NOT every other one.

4 Sum responses to 4 items for each facet score and all items for total score after the reversals from step 2. Items go into the subscales as shown in the table

Subscale	Item numbers
Pay	1, 10, 19, 28
Promotion	2, 11, 20, 33
Supervision	3, 12, 21, 30
Supervision	4, 13, 22, 29
Contingent rewards	5, 14, 23, 32
Operating conditions	6, 15, 24, 31
Coworkers	7, 16, 25, 34
Nature of work	8, 17, 27, 35
Communication	9, 18, 26, 36
Total satisfaction	1-36

5. If some items are missing you must make an adjustment otherwise the score will be too low. The best procedure is to compute the mean score per item for the individual, and substitute that mean for missing items. For example, if a person does not make a response to 1 item, take the total from step 4, divide by the number answered or 3 for a facet or 35 for total, and substitute this number for the missing item by adding it to the total from step 4. An easier but less accurate procedure is to substitute a middle response for each of the missing items. Since the center of the scale is between 3 and 4, either number could be used. One should alternate the two numbers as missing items occur.

VITA

Charlene Franklin

Candidate for Degree of

Master of Science

Thesis: JOB SATISFACTION OF CERTIFIED DIETARY MANAGERS IN OKLAHOMA

Major Field: Nutritional Sciences

Biographical:

Personal Data: Born in Okmulgee, Oklahoma, December 26, 1952, the daughter of Leothy and Josephine Franklin

Education: Graduated from Preston High School, Preston, Oklahoma in May 1970; received Bachelor of Science degree in Home Economics from Northeastern State University in 1974; completed additional course work at Tulsa Community College and Oklahoma State University. Completed the Oklahoma State University Approved Preprofessional Program (AP4) at McAlester Regional Hospital, McAlester, Oklahoma in May 1992; attained Dietetic Registration (RD) on December, 1992; completed requirements for the Master of Science degree with a major in Nutritional Sciences at Oklahoma State University in July 2000.

Professional Experience: Foodservice Supervisor at Aurora Presbyterian Hospital, Aurora, Colorado 1976-1988; Instructor of dietary managers course, South-East Kansas Vo-Tech, Coffeyville, Kansas 1993-1995; Consultant dietitian to long-term care facilities, assistant living facilities, small hospitals and Tulsa County Head Start 1992-1998; Nutrition Supervisor at Tulsa County Head Start, Tulsa, Oklahoma, August 1998 to present.

Professional Memberships: American Dietetic Association, Oklahoma Dietetic Association, Consultant Dietitians in Health Care Facilities, Oklahoma Consultant Dietitians in Health Care Facilities and Tulsa District Dietetic Association.