

A QUALITY OF WORK LIFE ASSESSMENT OF
COOPERATIVE EXTENSION SERVICE FOOD
AND NUTRITION SPECIALISTS

By

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AND NUTRITION SPECIALISTS

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CHAPTER I

INTRODUCTION

Work is a place where we spend roughly one third of our waking hours, and can make a great impact on our lives. It is obvious that work is engaged in not primarily for the sake of its product, the goods and services, but also because there is no alternative way to meet the basic needs of life. Due to economic demands and personal fulfillment, work has been and continues to be of central importance for individuals and for all of society. In turn, we as managers should see that it is important to be concerned with how to make it more satisfying, meaningful, and to provide greater motivation, dignity, and a greater personal participation in the decisions and performance at work (Kahn, 1972).

The term "Quality of Work Life" (QWL) has become very popular in the literature since its emergence in the early 1970's. Although there is no accepted definition for the term, the concept can either be a work-related attitude or a managerial program. Job satisfaction is one major component of quality of work life. A basic assumption is that if you are satisfied with your work environment you will have an improved perception of life outside the work place as well. According to Bartolome and Evans (1984) "when there are storms at work, people tend to get drenched at home" (p. 20). The work site is used to measure quality of work life perceptions because when attention is paid to workers' needs and dignity, they become more motivated to perform better,

and to suggest improvements at work (Hoerr, 1987). This in turn can improve their perceptions outside of work as well as make them happier human beings.

This researcher chose to study Cooperative Extension Service Food and Nutrition Specialists employed by the states with faculty appointments in the University setting to discover their perception of whether or not they have a "quality work life," (QWL). Results of this study could potentially be useful for administrators in Cooperative Extension Service to improve the quality of work life of the professional staff they supervise.

Purpose and Objectives

The purpose in this study was to assess the perceptions of quality of work life of Extension Service Food and Nutrition (F&N) Specialists. Specific objectives were:

1) To determine if selected personal variables were associated with the QWL of F&N Specialists. Personal variables included gender, age, marital status, spouse employment status, ethnic background, highest degree obtained, credentials, and job title/academic rank.

2) To determine if selected employment variables were associated with QWL of F&N Specialists. Employment variables included full-time or part-time employment, annual income, number of years in profession, years in current position, position title of supervisor, and where office is located.

Hypotheses

H₁: There will be no significant association between the Perception

of Self, Perception of Current Job, Perception of Work Group Environment, Perception of Working Relationships, Perception of Manpower Development, or the Perception of General Environment of Organization of F&N Specialists and the selected personal variables:

1. Gender
2. Age
3. Marital status
4. Employment status of spouse
5. Ethnic background
6. Highest degree completed and major
7. Credentials
8. Job title, academic rank

H₂: There will be no significant association between the Perception of Self, Perception of Current Job, Perception of Work Group Environment, Perception of Working Relationships, Perception of Manpower Development, Perception of General Environment of Organization of F&N Specialists and the selected employment variables:

1. Full-time or part-time employment
2. Annual income
3. Salary is or is not commensurate with the title, responsibilities, and experience
4. Number of years in dietetics/home economics profession
5. Years in current position
6. Number of other specialists he/she works with
7. Where his/her office is located

Assumptions and Limitations

The assumptions made regarding this study include:

1. The F&N Specialists will complete and return the questionnaires.
2. 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 was that the sample encompassed only F&N Specialists listed as of November, 1992, from the Cooperative Extension Office, U. S. Department of Agriculture (U.S.D.A.). Results of this study can therefore only be generalized to this group of professionals.

CHAPTER II

REVIEW OF LITERATURE

Quality of Work Life (QWL) is becoming a key phrase in business and industry today. Each employee and employer's standards could be different with regard to QWL. Some use the phrase as a work-related attitude such as job satisfaction and some use in terms of managerial programs for development and change (Glaser, 1976). These QWL programs come under many names - employee involvement, quality networks, participatory management, joint decision-making and self-managed work groups just to name a few (Moskal, 1989).

There are a number of employers who are beginning to implement QWL programs in their businesses which makes this a relevant topic for research. The focus used to be on the workers alone, however, the current focus is on employees and management operating the business together. The aim of a QWL culture is to create a fear-free organization in which employee involvement is vigorously pursued. It generates a high degree of reciprocal commitment: the individual to the goals and development of the organization, and the organization to the needs and development of the individual. Such a culture anchors the development of total quality. QWL may be usefully considered as: 1) a goal - this being work improvement, the creation of more involving, satisfying and effective jobs and work environments for all; 2) a process - active participation of people throughout the organization; and, 3) a

philosophy - viewing people as assets contributing knowledge, experience, skills and commitment, rather than as costs to be controlled (James, 1992).

Defining a Quality Work Life

Defining QWL is a difficult task, especially when a synthesis of ideas is necessary to describe QWL as a phrase, however, it has been thought of as a way to assess an individual's job-related well-being and the extent to which work experiences are rewarding, fulfilling, and devoid of stress and other personal negative consequences. Job satisfaction is only one of the QWL components. Due to the fact that QWL and job satisfaction are frequently interchanged or confused for one another, explaining the separate concepts might prove advantageous. First, job satisfaction can be defined as existing when a job contains task identity, skill variety, task significance, autonomy, and feedback (Hackman & Oldham, 1975). On the other hand, in 1979, Walton found that there were eight categories to QWL. These are as follows:

1. Adequate and fair compensation
2. Safe and healthy environment
3. The ability to use and develop skills and language
4. Opportunity for advancement
5. Social integration
6. Protection of worker rights
7. Balance between work and remainder of life
8. Social relevance (p. 88)

QWL has been negatively linked with work conflict since job conflict and low QWL go hand in hand. Factors such as inflexible schedules, frequent overtime, demanding jobs and long hours are a few of these conflicts. An essential component to the progress of any QWL program is thought to give the employee the opportunity to influence their work environment and to have some say over what goes on in connection with

their work. Glaser (1976) called this "participative management." The theory continues to hold true today. Rosow (1981, p. 158) named seven critical factors that affected QWL and productivity in the 1980's:

1. Pay
2. Employee benefits
3. Job security
4. Alternative work schedule
5. Occupational stress
6. Participation
7. Democracy in the work place

These factors are very similar to those previously mentioned. In addition, today's management regards pay, employee benefits, promotion, and job security as the most important factors to employees' QWL. This indicates that management does not feel that there has been a change in QWL components from a decade ago. A recent survey conducted in an industrial association ("What's Important," 1992) had supervisors in 24 large companies rank 10 morale factors in the order they thought their employees would rank them. The employees were also asked to rank the 10 morale factors. The results were as follows:

Supervisors' Rank	Employees' Rank
1. Good wages	1. Appreciation of work
2. Job security	2. Feeling "in" on things
3. Promotion/growth in company	3. Help on personal problems
4. Good work conditions	4. Job security
5. Interesting work	5. Good wages
6. Personal loyalty to workers	6. Interesting work
7. Tactful disciplining	7. Promotion/growth in the company
8. Appreciation of work	8. Personal loyalty to workers
9. Help on personal problems	9. Good working conditions
10. Feeling "in" on things	10. Tactful disciplining (p. 13)

This indicates that employers are not necessarily in tune with the needs/wants of the employees. What the employees felt was most essential to a QWL, the employers ranked as less essential. On the

other hand, Bewayo (1986) found that pay, benefits, promotion, and job security are still in the top six considerations when employers were asked to give qualities of better employment. More recently, a Gallup Poll study in 1991 showed that good health insurance and other benefits, interesting work, job security, the opportunity to learn new skills, and annual vacations of a week or more were ranked as most important (Bruas & Parker, 1992). Although we can see that some of the basic principles of QWL have remained the same, it is also obvious that employees are wanting something deeper or personally fulfilling to indicate QWL.

Industry Studies

Implementing a QWL program would simply mean giving workers the opportunity to make decisions about their jobs, the design of their work place, and what they need to best do their job (Moskal, 1989). This is exactly what employers have been striving for all along. Costs, quality and delivery times improve. Productivity improves, inventory decreases, there is less turnover and absenteeism, and workers are more enthusiastic about their jobs. Both workers and management see their goals attained. It is a low-cost strategy for improving competitiveness. It requires management to become leaders and coaches, not bosses and dictators. QWL promotes a team approach to running a business. Since work is an essential means to meeting the basic needs of life, it is important to be concerned with how to make it more satisfying, meaningful, and to provide motivation, dignity and a greater personal participation in the decision and performance of work in organizations. This gives QWL the power to humanize the work (Kahn, 1972).

Studying these QWL programs becomes important to enable human resources management to look at different perceptions of a job, and show how the employees and their superiors differ in perceptions. This can bring about a way for management to get on the same level as their workers. Studies can also provide feedback information that allows an explanation for the differing role expectations, and build a starting block to make the job more satisfying (Gowdy, 1987).

One such study showed that an influence of QWL is the inability to either segregate or integrate the work and family systems (work-family conflict). There was a negative relationship between work-family conflict and components of QWL (Higgins, Duxbury, & Irving, 1992). Work-family conflict helps explain variances in turnover and absenteeism. For dual-earner parents, work-family conflict has been linked with poor mental health and diminished job satisfaction. The results also indicate that the structure of work has a strong influence on family life. One company introduced a program called Quality Commitment (QC) to improve QWL. QC utilizes the skills and knowledge of the employees to create formal proposals to improve production and increase job satisfaction. Since the employees are so involved, this has become a permanent, sustained effort to continuously improve production, while enhancing quality of the employees' work lives (Janson, 1992).

A similar program, a Quality Circle (QC) was implemented to measure the impact of the program on QWL attitudes and on productivity and absenteeism behaviors. A positive relation between QC participation and changes in QWL perceptions was found in areas directly involved in QC activities but not in more general work life areas. The results suggested that QC involvement may have acted more to provide social

support to buffer participants from negative contextual factors than necessarily enhance QWL (Marks, Mirvis, Hackett, & Grady, 1986). Another company did a study that found that employers can expect to see reductions in minor accidents, grievance, absenteeism and turnover rates with the installation and institutionalization of a QWL process. They suggested that QWL groups must be encouraged and permitted to discuss issues during work group meetings to realize their full potential. Worker participation was the key issue in reduction of grievances, turnover and absenteeism. In addition, the companies' implementation of a QWL initiative reduced the number of major and minor accidents significantly (Havlovic, 1991).

QWL programs are increasingly becoming more popular. A study in 1985 by the New York Stock Exchange revealed that one in seven companies with 100 employees or more had some form of QWL program. Some believe that the increased formal communication associated with worker participation programs contributes to a reduction in grievances and industrial accidents. Others assert that employee participation in organizational decisions leads to increased job satisfaction, thus reducing absenteeism and voluntary turnover (Havlovic, 1991). All this information stands to reason that QWL can improve a work place, and actually boost production.

Measuring Quality of Work Life

A number of instruments have been used to measure this improvement in QWL. One of the early instruments was called the "Index of Job Satisfaction" used by Brayfield and Rothe in 1951 and frequently utilized since then. As stated in Liu (1992), Kahn, also in 1951, used

a satisfaction inventory to obtain information on four factors: satisfaction with immediate supervisor, factors about the job itself, the organization, and indirect satisfaction measures. In 1969, an instrument called the Job Descriptive Index (JDI) was designed to measure each aspect of the job to which a worker may respond differently, such as work itself, pay, opportunities for promotion, supervision, and co-workers (Smith, Kendall, & Hulin, 1969). The Job Diagnostic Survey (JDS) was developed in 1975 by Hackman and Oldham. Its intent was to analyze existing jobs and determine if the jobs could be redesigned to improve employee motivation and productivity and to evaluate the effects of job changes on employees. This has frequently been used for organizational survey. In 1976, Job Characteristics Survey was designed to measure perceived task characteristics and was intended to improve the JDS. It was developed due to an interest in understanding how job characteristics relate to individual productivity and job satisfaction (Sims, Szilagyi, & Keller, 1976). Later, in 1982, Bowditch and Buono developed an even more comprehensive QWL instrument for the assessment of work attitudes. Bowditch and Buono believe that the information collected from employees' attitudes and opinions could facilitate feedback, help diagnose organizational problems, improve communication, aid in managerial training, and improve decision-making. Also in the 1980's, the U. S. Department of Agriculture conducted their own QWL survey (Jimeno & Carney, 1985). The questionnaire is comprehensive and encompasses many of the common dimensions of QWL included in other research instruments. This instrument as well as the others previously mentioned have been used and modified by other researchers through the years and at present. They have proven to be reliable and usable instruments in the measurement of QWL.

Implementation of Quality of Work Life Programs

Research on QWL is being conducted and QWL programs are being implemented all over the country and are working. Hopefully, QWL will become a normal part of every business and industry in the mid nineties or year 2000 and beyond. The philosophy of QWL has had a massive proliferation into matters of basic decision-making skills, but it is still not universal states Irving Bluestone, the father of QWL in the United States (Moskal, 1989). The basic philosophy that a firm can enhance individual and organizational outcomes if it stresses employee task involvement, strives to preserve worker dignity and works to eliminate the disfunctional aspects of hierarchy can be achieved if the program can survive the transition (Morman & Cummings, 1982). QWL programs take time and patience. It takes time to find a formula that will fit the workforce and the management team, because QWL must continually change and go forward from initial problem-solving to an actual partnership between management and workers. Three ingredients are essential: evidence that management cares, some level of trust between management and workers, and the energy to follow-up. They must have the "we-we" relationship (Moskal, 1989, p. 16).

QWL Studies on Other Nutrition Professionals

Studies on QWL of Nutrition Professionals dates back over 20 years. Because a larger number of the Food and Nutrition Specialists surveyed in this study were also Registered Dietitians (R.D.), a short summary of the previous QWL research follows.

In 1968, Tansiongkun and Ostenso studied Wisconsin hospital dietitians. They found that with increasing management level, there was a trend towards greater job satisfaction. Ten years later in 1978, Bronski and Cook surveyed medical dietitians that were recent graduates of The Ohio State University. This study concluded that R.D.'s had a low job satisfaction, and were least satisfied with everything except pay as compared to physical therapists, occupational therapists, and medical technicians. Also in 1978, Myrtle conducted research on California dietitians concluding that the clinical R.D.s were dissatisfied with their lack of status. In 1979, Vermeersh, Freeney, Wesner, and Dahl studied public health nutritionists. They found that this group of nutritionists experienced less satisfaction and more stress than others, and that they had more discomfort than comfort in their jobs. In the same year, 1979, Calbeck, Vaden, and Vaden studied hospital dietitians in the midwest. The dietitians had overall job satisfaction, with directors being more satisfied. Also studying hospital dietitians, McNeil, Vaden, and Vaden (1981) found no significant difference in job satisfaction between male and female dietitians. The most satisfied included those in larger hospitals who were older or who were administrators (McNeil, Vaden, & Vaden, 1981). In 1982, it was found that overall, dietitians were more satisfied with their supervision and least satisfied with their opportunities for promotion (Agriesti-Johnson & Bronski, 1982).

In 1984, Leche and Taylor both did QWL studies of dietitians. Leche (1984) found that older dietitians were more content with current pay and benefits. Taylor (1984) found that dietitians in business and industry were also satisfied with their pay and benefits as well as

supervision, and were less satisfied with opportunities for promotion. Rehn, Stallings, Wolman, and Cullen (1989) concluded that dietitians in South Carolina were more satisfied if they earned larger salaries and were consultants and administrators, however, they were not satisfied with opportunities for promotion.

Liu (1992) studied QWL of Oklahoma dietitians and found that friends, mentors, manpower development, and general work environment were important to their jobs and those with lower salaries or working in smaller hospitals had a decreased perception of QWL. Also in 1992, Woods, using a similar instrument, surveyed Army and Navy dietitians and found that overall, they were very satisfied with all aspects of their QWL.

CHAPTER III

METHOD AND PROCEDURES

In this study, the Food and Nutrition Specialists were surveyed in the Summer of 1993 to determine their perceptions of QWL in their current job. This chapter outlines the research design, sample and population, data collection, and data analysis.

Research Design

The research method used in this study was descriptive research. Descriptive research describes the existing situation. It involves the description, recording, analysis, and interpretation of current conditions. It also involves some type of comparison or contrast and attempts to discover relationships between existing variables (Best, 1981).

One of two classifications of descriptive research, survey research, was used in this study. Survey research typically employs questionnaires and/or interviews in order to determine the opinions, attitudes, preferences, and perceptions of interest to the researcher. The questionnaire is used to collect basic descriptive information from a broad sample, and the interviews could be used to follow up the questionnaire responses in depth from a smaller sample (Borg, 1987).

Sample and Population

The population used in the study was comprised of all Extension Food and Nutrition Specialists listed as of November, 1992 by the U. S. Department of Agriculture (N=213). All Specialists listed were mailed the research questionnaire. From this population, all those who were willing to respond were included in the study.

Data Collection

Planning and Development

Planning and development of this study began in the Spring of 1993. The development of the procedures and the instrumentation for this study evolved from a class project in NSCI 5593: Quality of Work Life in Foodservice Organizations at Oklahoma State University. Data analysis techniques appropriate to test the research hypotheses were selected during summer, 1993.

The survey instrument was adapted from a USDA survey used to assess the QWL of employees and supervisors of USDA in 1981-1984 to improve efficiency and management processes (Mimeno & Carney, 1985). Minor changes in wordings made it appropriate for Extension Specialists. The questionnaire consisted of 55 statements directed to employees. These statements were divided into six different categories: perception of self, perception of current job, perception of work group environment, perception of working relationships, perception of manpower development, and perception of general environment of organization as delineated by graduate students in NSCI 5593. The categories used were derived from Balch and Blank's (1989) QWL questionnaire which were used by Liu (1992)

and Woods (1992). The questionnaire was examined by the graduate committee of the researcher for content validity, clarity and format. The approved questionnaire (Appendix A) was then sent to the Institutional Review Board, Oklahoma State University, for further approval (Appendix B).

Procedures

The cover letter and questionnaire were printed on green bond paper and reproduced at the Kinko's Copy Center, Stillwater, Oklahoma. The University's Central Mailing Services facilitated the mailing and return of the questionnaires. Postage was provided by the researcher. Mailing information and codes were printed on the back of the last sheet so that the questionnaire could be mailed without being placed in an envelope, could be refolded when complete, and mailed back in the same manner.

Data Analysis

The questionnaires were coded and data collected were transcribed into the computer using the software program PC-File III. Statistical Analysis System (SAS) (SAS Institute, 1990) was utilized in the data analysis process. Standard statistical procedures were used.

CHAPTER IV

RESULTS AND DISCUSSION

The purpose of this study was to assess how Food and Nutrition Specialists in Cooperative Extension Service perceived their quality of work life. Data were obtained using the research instrument described in Chapter III, "Methods and Procedures." The questionnaires were mailed to 213 Cooperative Extension Service Food and Nutrition Specialists. The response rate was 42 percent (N=90), of which 97 percent (N=87) were usable for analysis. Three of the respondents were either part- or full-time Department Heads or Administrators, and they did not complete the questionnaire and so were excluded from the analysis.

Characteristics of Survey Participants

Gender, Age and Marital Status

Of the 87 respondents, 88.5 percent (N=77) were females, and only 11.5 percent were males. Twenty-six percent (N=23) were under 36 years of age, 46 percent (N=40) were between the ages of 41 and 50, while the remainder (N=24, 27.6%) were 51 or older (Figure 1). Respondents who were married comprised 62.1 percent (N=54). The remaining 37.9 percent were single, divorced, widowed or separated. Of those married, 82 percent (N=45) had spouses who were working full-time (Table I).

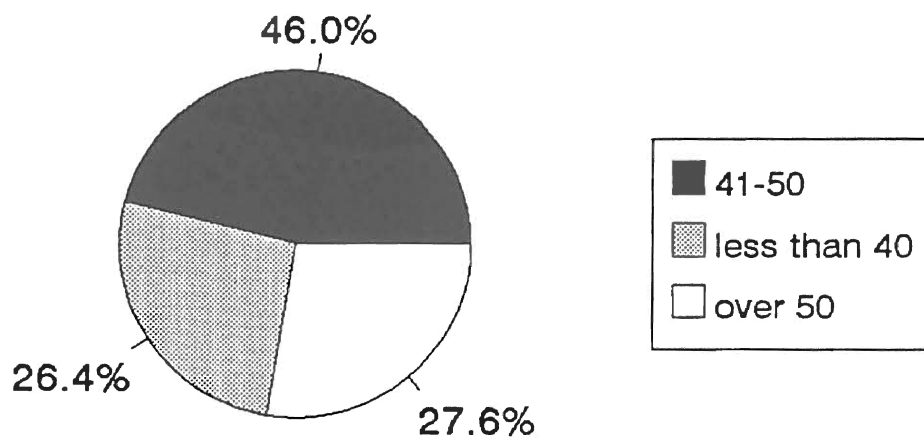


Figure 1. Age Distribution of Foods and Nutrition Specialists

TABLE I
CHARACTERISTICS OF FOOD AND NUTRITION SPECIALISTS

Personal Characteristic	N	Percent
Gender		
Male	10	11.5
Female	77	88.5
	87	100.0
Age		
31-35	8	9.2
36-40	15	17.2
41-50	40	46.0
51-55	12	13.8
56 and older	12	13.8
	87	100.0
Marital Status		
Married	54	62.1
Not married	33	37.9
	87	100.0
Employment of Spouse*		
Full-time		
Yes	45	81.8
No	10	18.2
	55	100.0
Ethnic Background*		
White	82	94.3
Non-white	4	4.6
	86	100.0
Degrees Completed		
Masters	26	29.9
Doctorate	61	70.1
	87	100.0
Credentials*		
Registered Dietitian	50	57.5
Licensed Dietitian	24	27.6
Certified Home Economist	16	18.4
	90	103.5
Job Title		
Specialist	65	74.7
Other	22	25.3
	87	100.0
Academic Rank*		
Professor	23	26.4
Associate Professor	21	24.1
Assistant Professor	21	24.1
Instructor/Lecturer	6	6.9
Other	14	16.1
	82	100.0

*Response does not total 87 because of missing data. One respondent did not answer a question, individuals indicated more than one credential, or answer did not apply to their circumstance.

Highest Degree Obtained and
Credential Status

The majority of the respondents had doctorate degrees (N=61, 70.1%), while the remaining 30 percent (N=26) had obtained at least a master's degree (Figure 2). Educational majors are listed in Table II. Over half of these nutrition specialists (57.5%, N=50) were registered dietitians (R.D.) and 27.6 percent (N=24) were licensed dietitians (L.D.). There were also 18.4 percent (N=16) who were Certified Home Economists (C.H.E.) (Figure 3 and Table I).

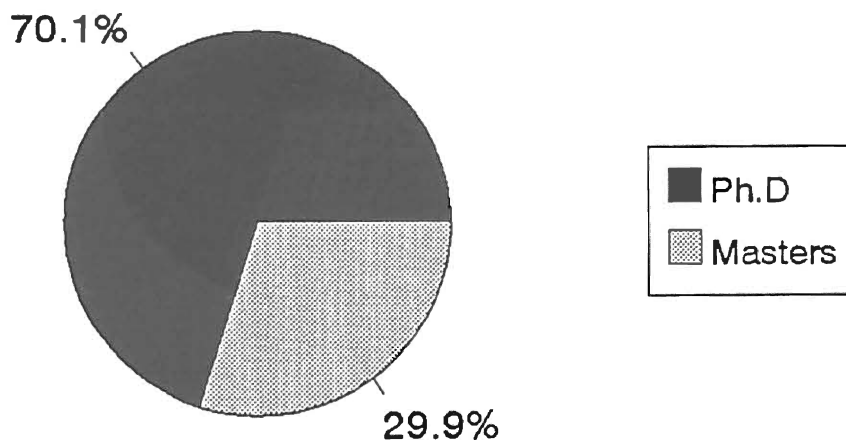


Figure 2. Degrees Completed by Food and Nutrition Specialists

TABLE II
EDUCATIONAL MAJORS OF FOOD AND NUTRITION SPECIALISTS

Degree	Major	N
Ph.D.	Unspecified	25
	Food and Nutrition	20
	Food Science, Food Microbiology	6
	<u>Education:</u> Administration, Curriculum and Instruction, Higher Education, Adult Education-	4
	<u>Science:</u> Medical Science, Epidemiology, Biology	3
	Consumer Behavior	1
Ed.D.		2
M.S.	Nutrition	14
	Unspecified	7
	Food Science	1
	Home Economics Education, Education	3
	Food Service Administration	1
	Public Health	1
	Family Relations and Child Development	1

Note: Response does not total 87 because one respondent indicated more than one major.

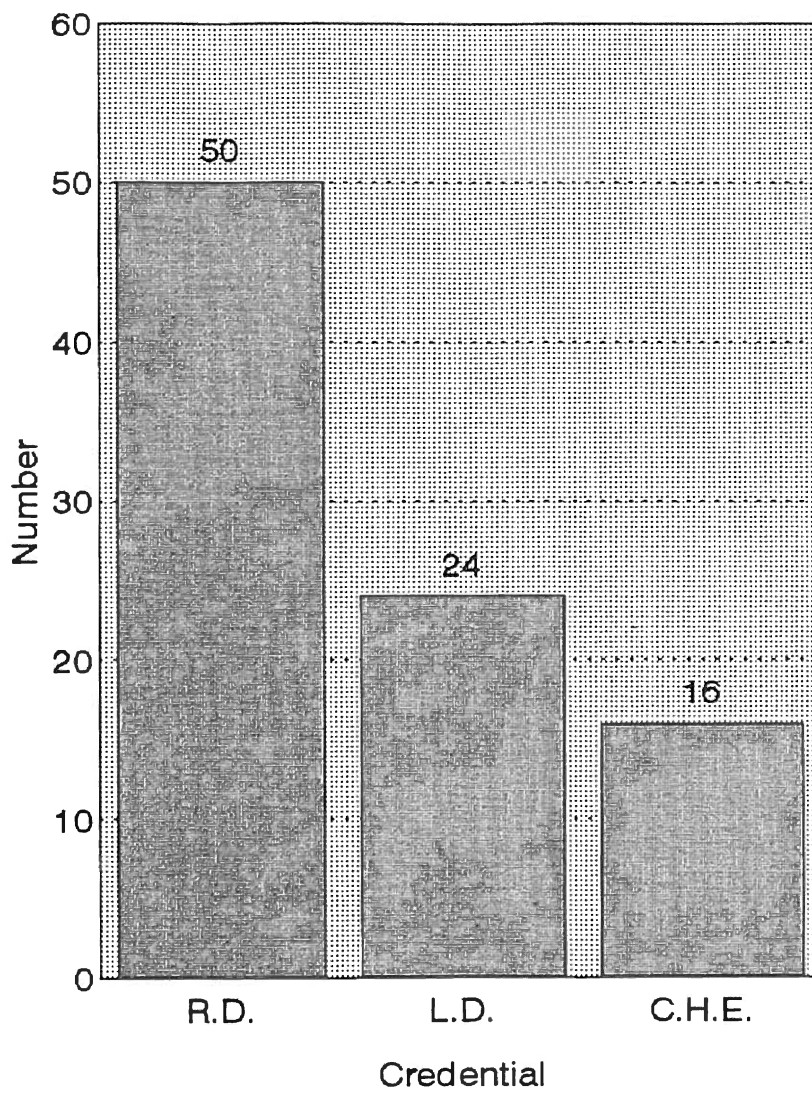


Figure 3. Credentials of Food and Nutrition Specialists

Job Title and Academic Rank

The predominant job title of the respondents was food and nutrition specialist (N=65, 74.7%). Job titles listed as other than specialist are shown in Table III, however, academic ranks varied. The largest group were Professors (N=23, 28%) followed by Associate Professors (N=21, 25.6%), and Assistant Professors (N=18, 22%). Fourteen other respondents (17.1%) did not indicate title, while six (7.3%) were Instructors or Lecturers (Figure 4).

TABLE III
JOB TITLES LISTED OTHER THAN FOOD AND NUTRITION SPECIALISTS

Job Titles	N
Food-Related Specialist: Food Science, Food Management, Food Safety, Consumer Food Marketing	9
Program Leader, Department Leader, Extension Agent III	4
Unspecified	5
4-H Youth Division, Outreach	3
Assistant Specialists	2

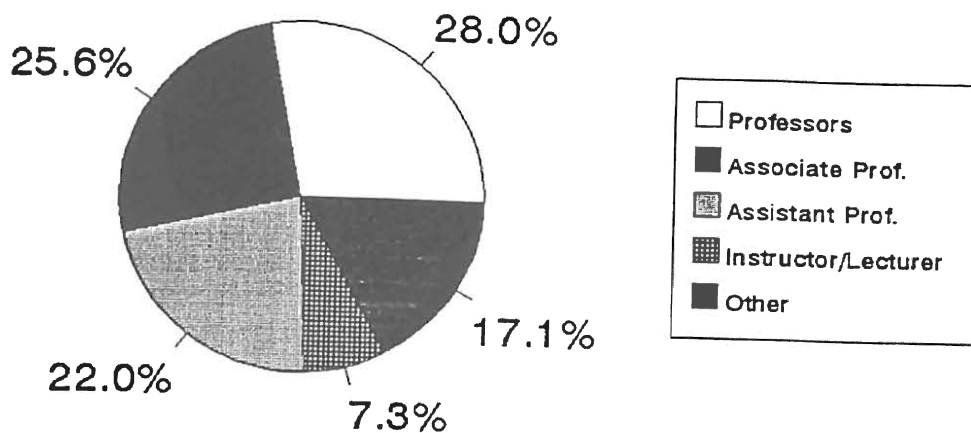


Figure 4. Academic Rank of Food and Nutrition Specialists

Employment Status and Annual Income

Almost all respondents were full-time employees (N=82, 94.3%), while the remaining individuals worked part-time positions. Most of the respondents' annual salaries ranged from \$35,000 to \$44,999 (N=29, 33.3%), followed by \$45,000 to \$54,999 (N=24, 27.6%). Thirteen percent (N=11) of the respondents earned \$34,999 or less and 26.4% (N=23) earned over \$55,000 (Figure 5). Over 50 percent of respondents indicated that their salaries are commensurate with their title/rank, and responsibilities, however, 53 percent (N=45) indicated that their salary were not commensurate with their experience (Table IV).

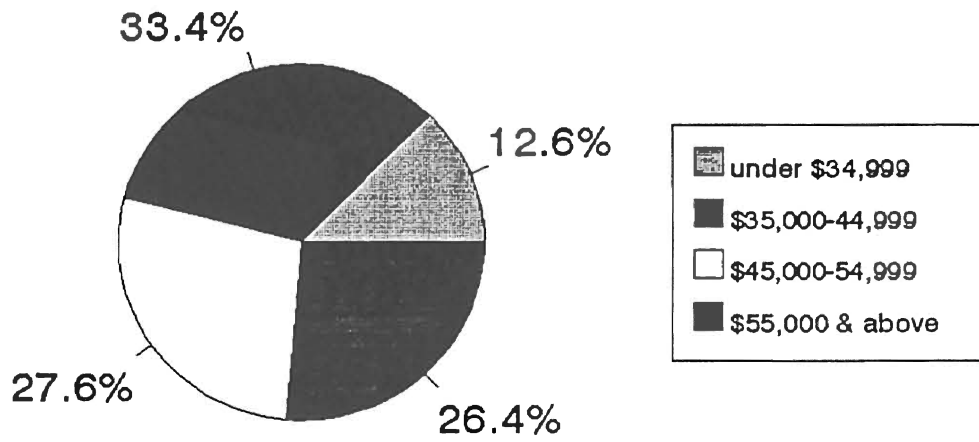


Figure 5. Annual Income of Food and Nutrition Specialists

TABLE IV
EMPLOYMENT CHARACTERISTICS OF FOOD AND
NUTRITION SPECIALISTS

Employment Characteristic	N	Percent
Status of Employment		
Full-time	82	94.3
Part-time	5	5.7
	<u>87</u>	<u>100.0</u>
Annual Income		
Under \$25,000	2	2.3
\$25,000-34,999	9	10.3
\$35,000-44,999	29	33.3
\$45,000-54,999	24	27.6
\$55,000-64,999	18	20.7
Above \$65,000	5	5.7
	<u>87</u>	<u>99.9^a</u>
Salary Commensurate with:		
Title/Rank		
Yes	56	65.9
No	29	34.1
	<u>85</u>	<u>100.0</u>
Responsibilities		
Yes	43	50.6
No	42	49.4
	<u>85</u>	<u>100.0</u>
Experience		
Yes	40	47.0
No	45	53.0
	<u>85</u>	<u>100.0</u>
Number of Years in Dietetics/Home Economics Profession		
Less than 10 years	17	20.0
11-20 years	38	44.7
Over 20 years	30	35.2
	<u>85</u>	<u>99.9^a</u>
Number of Years in Current Position		
Less than 5	35	40.2
5-1/2 - 14	26	29.9
15 or over	26	29.9
	<u>87</u>	<u>100.0</u>
Number of Specialists Presently Working with you		
3 or less	43	49.4
4 - 10	32	36.8
11 - 30	12	13.8
	<u>87</u>	<u>100.0</u>
Office Location		
Home Economics Building	37	42.5
Agriculture Building	16	18.4
State/Federal Building	4	4.6
Other	30	34.5
	<u>87</u>	<u>100.0</u>

Note: Responses do not all total 87 because not all respondents answered all questions.

^aResponses total less than 100 percent due to rounding.

Number of Years in Dietetics/Home Economics
Profession, in Current Positions and Number
of Other Specialists Working in the
Same Department

With regard to number of years employed in Dietetics/Home Economic profession, 20 percent of the respondents (n=17) indicated a range of less than 10 years. Thirty-eight people indicated a range between 11 and 20 years and 30 had greater than 20 years in the field (Table V). Most had been in their current position less than five years (N=34, 40.2%) and 29.9 percent had been in their current position greater than 15 years with 32 being the longest tenure in years (Figure 6). The range for number of other specialists working with the respondents varied from 0 to 30 years, with 86 percent being under 10 and 49 percent being less than three (Table V).

TABLE V
NUMBER OF YEARS IN DIETETICS/HOME ECONOMICS PROFESSION
(N=87)

Years	N	Percent
Years		
0-10	17	20.0
11-20	38	44.7
21-30	23	27.1
31-40	7	8.2

Note: Responses do not total 87 because not all respondents answered all questions.

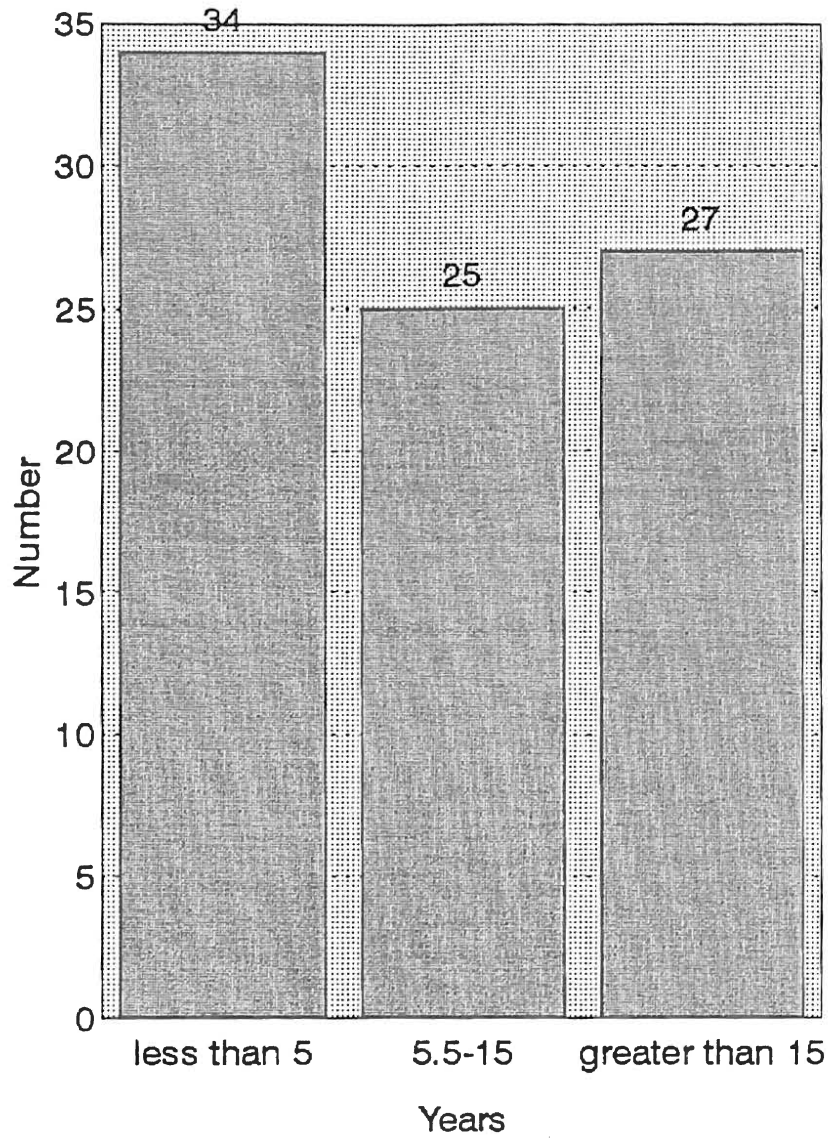


Figure 6. Tenure in Current Position of Food and Nutrition Specialists

Location of Office

Location of offices varied from the College of Home Economics or Agriculture, to State or Federal building and other (Figure 7). Of the 87 respondents, 37 indicated that their offices were located in the Home Economics (or equivalent) building. In contrast, only 16 were located in the College of Agriculture. Another 30 respondents indicated they were housed elsewhere (Table VI), leaving 4.6 percent (N=4) located in a State/Federal building.

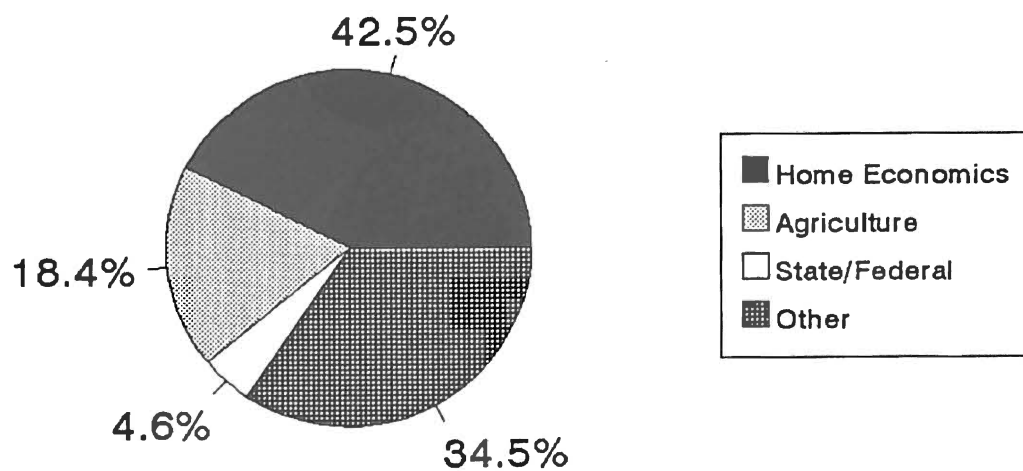


Figure 7. Location of Office of Food and Nutrition Specialists

TABLE VI
ALLOCATION OF OFFICES INDICATED AS "OTHER" FOR
FOOD AND NUTRITION SPECIALISTS

Office Location	N
Food Science	12
Nutritional Sciences	8
Off Campus Center-Unspecified	4
Animal Science	2
Outlying Research and Extension Center	1
Applied Human Sciences	1
Research Building	1
College of Continuing Education	1

Quality of Work Life of Food and
Nutrition Specialists

Quality of Work Life issues considered in the research dealt with six categories: Perception of Self, Perception of Current Job, Perception of Work Group Environment, Perception of Working Relationships, Perception of Manpower Development, and Perception of General Environment of Organization. Food and Nutrition Specialists were asked whether they agreed, were uncertain or disagreed with statements relating to these categories without knowing which questions fit into each of the six categories (Appendix C).

QWL: Perception of Self (PS)

The statements used to determine the respondents' Perception of Self (PS) related to established norms of behavior in the job place concerning stress, accomplishments, productivity, retirement, being a

"team" member, and how challenged they felt at work. In relation to those statements, there were no significant associations ($p < 0.05$) with the selected personal variables except for age levels and credentials. The older the specialists were, the more likely they were to agree with questions relating to their perception of self. Those who are 31-40 years of age scored significantly higher in Perception of Self than those 56 years or older. Food and Nutrition Specialists in the age groups 31-35, 41-50, and 51-55 scored similarly in Perception of Self (Tables VII and VIII). This supports results of research done by McNeil, Vaden and Vaden (1981) where those who were older were found to be more content with their jobs, and Leche (1984) who also found that older dietitians were more content with some job aspects. With respect to credential designations, those who were registered dietitians (R.D.) or licensed dietitians (L.D.) tended to disagree with statements related to perception of self, more than those who were Certified Home Economists (C.H.E.) (Tables IX and X).

As a Food and Nutrition Specialist, professionals are required to have technical writing and other media skills to prepare brochures, spots for radio/TV, and conduct educational programs to groups or via satellite teleconferencing. Specialists with RD/LD or CHE may not always have the technical writing/media training and have to learn these skills on the job which can be stressful. Professionals with doctorates may also prefer research or classroom teaching over working with para-professionals or the public at large. Specialists are expected to work with various publics and may not be allowed to do research or teaching. To maintain their credentials, RD/LD's must also attend continuing education, such as additional courses, professional meetings, and

reading current research journals. For all these aforementioned reasons, the respondents' perception of self may be low if there is no congruence between skills attained or desired and what is needed on the job.

TABLE VII
ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR THE
PERCEPTION OF SELF AND AGE

Source	df	Mean Square	F	P
Age of Respondents	4 ^a	11.3383	3.23	0.0165*
Error	80	3.5134		
Total	84			

^aThe under 30 group had zero responses, therefore, leaving only 5 age groups.

*Significant level at $p < 0.05$.

TABLE VIII
DUNCAN MULTIPLE RANGE TEST FOR THE PERCEPTION
OF SELF AND AGE

Age Group	N	Mean	Grouping*
36-40 years	14	11.00	A
31-35 years	8	10.75	AB
41-50 years	40	9.93	ABC
51-55 years	12	9.25	BC
56 and older	11	8.64	C

*Means with the same letter are not significantly different at the 0.05 level.

TABLE IX
T-TEST RESULTS FOR THE PERCEPTION OF SELF AND
CREDENTIALS (REGISTERED DIETITIAN)

Credential	N	Mean	Standard Error	t	p
Non-Registered Dietitian	36	9.36	0.276	-2.2865	0.0248*
Registered Dietitian	49	10.33	0.299		

*Significant at $p < 0.05$.

TABLE X
T-TEST RESULTS FOR THE PERCEPTION OF SELF AND
CREDENTIALS (LICENSED DIETITIAN)

Credential	N	Mean	Standard Error	t	p
Non-Licensed Dietitian	62	9.55	0.1987	-2.9639	0.0040*
Licensed Dietitian	23	10.91	0.5368		

*Significant at $p < 0.05$.

When analyzing the selected employment variables in relation to perception of self, significant associations were only found for employment status and number of years in the dietetics/home economics profession. A significant association was found for those respondents who were employed full time rather than part time (Table XI). This is likely due to the fact that the full time specialists may feel more

established and comfortable in their positions. Their perception of self was also higher with an increasing number of years in the dietetics/home economics profession (Tables XII and XIII), which supports previous results reported by several of the studies noted in Chapter II: Tansiongkun and Ostenso (1968), Calbeck, Vaden and Vaden (1979), and McNeil, Vaden and Vaden (1981), assuming that with increasing number of years also comes higher rank and job responsibilities.

TABLE XI
T-TEST RESULTS FOR THE PERCEPTION OF SELF AND
STATUS OF EMPLOYMENT

Employment Status	N	Mean	Standard Error	t	p
Full time	80	9.80	0.1919	-2.2537	0.0269*
Part time	5	11.80	1.9339		

*Significant at $p < 0.05$.

TABLE XII
DUNCAN MULTIPLE RANGE TEST FOR THE PERCEPTION OF SELF
OF YEARS IN PROFESSION

Years	N	Mean	Grouping*
Less than 10	19	10.895	A
11-20	36	10.250	A
Over 20	30	8.900	B

*Means with the same letter are not significantly different at the 0.05 level.

TABLE XIII
ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR PERCEPTION OF SELF AND
NUMBER OF YEARS IN PROFESSION

Source	df	Mean Square	F	p
Number of Years Employed in Dietetics Profession	2	26.5920	7.98	0.0007*
Error	82	3.3322		
Total	84			

*Significant at $p < 0.05$.

QWL: Perception of Current Job (PCJ)

There were 12 statements describing Perception of Current Job. Those included expectations of a normal working individual, whether or not they had sufficient work space, delegation of authority, materials and equipment, well-being, technology, training, feedback, and pride. In this study, there were no significant associations ($p < 0.05$) between statements relating to perception of current job and selected personal variables. All respondents, regardless of gender, age, marital status, ethnicity, educational levels, credentials and job title/rank perceived their current job similarly. For the selected employment variables, only annual income and pay commensurate with title were significantly associated with the perception of current job. Those who earn less than \$35,000 were significantly different from those earning \$45,000 and higher in their Perception of Current Job. Those earning \$35,000-\$44,999, however, were not different in their Perception of Current Job from those having less than \$35,000 or more than \$45,000 (Tables XIV and XV).

As expected, as salary increased, so did the respondents' perception of their current job (Table XVI). In other words, Food and Nutrition Specialists who earned more and who also believed that their salaries reflected their job responsibilities felt positively towards their work space, delegation of authority, resources, feelings of well-being and they also had pride in their work. In addition, Food and Nutrition Specialists who indicated that their salary was not commensurate with their title/rank, were more likely to disagree with their perception of current job, which indicated that title/rank is important, but not as important as the increased salary level. Selected studies in Chapter II, Liu (1992) and Rehn et al. (1989) also supported the notion that salary was important in QWL issues whether or not salaries matched title/rank of those employees.

TABLE XIV
ANALYSIS OF VARIANCE (ANOVA) RESULTS FOR PERCEPTION OF CURRENT
JOB AND ANNUAL INCOME

Source	df	Mean Square	F	P
Annual Income	3 ^a	77.5713	4.53	0.0056*
Error	76	17.1215		
Total	79			

^aTwo age groups were combined with two other age groups to total four.

*Significant at $p < 0.05$.

TABLE XV

T-TEST RESULTS FOR THE PERCEPTION OF CURRENT JOB AND WHETHER
SALARY COMMENSURATE WITH TITLE/RANK

Salary Commensurate with Title/Rank	N	Mean	Standard Error	t	p
Yes	51	19.0000	0.5580	-2.0119	0.0478
No	27	21.0741	0.9487		

TABLE XVI

DUNCAN MULTIPLE RANGE TEST FOR THE PERCEPTION
OF CURRENT JOB AND ANNUAL INCOME

Annual Income	N	Mean	Grouping*
\$34,999 or less	11	23.000	A
\$35,000-44,999	26	20.615	AB
\$45,000-54,999	22	17.818	B
\$55,000-above	21	18.905	B

*Means with the same letter are not significantly different
at the 0.05 level.

QWL: Perception of Manpower Development (PMD)

The respondents' perception of manpower development was determined using statements based on sense of importance and belonging in the organization, performance standards, rewards, career and future plans, recognition, and departmental objectives. Food and Nutrition

Specialists' perception of manpower development indicated no significant association ($p < 0.05$) with the selected personal variables. On the other hand, when responding to the selected employment variables, if the response was that salary was not commensurate with title/rank, the Specialist was more likely to disagree with their perception of manpower development (Table XVII). Manpower Development in a comprehensive sense covers from advertising/hiring of an individual to evaluation/appraisal of work to preparation for retirement. This study included issues such as performance standards, rewards, career and future plans, and recognition to assess perception of manpower development. If individuals feel that their salary is not commensurate with their title/rank, they may not believe that there is a sense of fairness in the manpower development existing in the organization, hence their low perception of manpower development. We saw this same result with Perception of Current Job, indicating that salary in relation to title/rank is important for QWL. All other employment variables showed no significant associations with perception of manpower development. Oklahoma dietitians in Liu's study (1992) also found perception of manpower development very important to their QWL.

TABLE XVII

T-TEST RESULTS FOR THE PERCEPTION OF MANPOWER DEVELOPMENT AND WHETHER SALARY COMMENSURATE WITH TITLE/RANK

Salary Commensurate with Title/Rank	N	Mean	Standard Error	t	p
Yes	56	10.7500	0.4524	-2.6503	0.0097
No	25	12.9600	0.7291		

QWL: Perceptions of Work Group Environment,
Working Relationships, and General
Environment

The selected personal and employment variables used in this study were not significantly ($p < 0.05$) associated with the quality of work life categories; perception of work group environment, perception of working relationships, and perception of general environment of the organization. Perception of work group environment (PWGE) dealt with the employees' sense of comfort based on job expectations, including feeling informed, problem solving, long range plans of the department, fair treatment, feedback and support by fellow peers. Because Cooperative Extension is a federal program it requires program planning, plan of work, program feedback and evaluation, and working in teams or with other specialists according to priorities. This may be an indication of why there were no significant associations ($p < 0.05$) with the select personal or employment variables in this category.

Perception of working relationships (PWR) was indicated by how Specialists see themselves in relation to their co-workers, persons in authority, and sense of comfort with supervisors. Since there are only a few specialists in each state, and also because specialists tend to only have one to two supervisors, most of their time is spent working alone. This may lead to collegiality and a greater sense of comfort with their supervisors and peers, explaining why there are no significant associations in this category.

Finally, perception of general environment of the organization (PGEO) statements were based on the respondents' sense of importance and belonging in the organization, internal policies, attitudes, idea

sharing, and office location. This category also had no significant associations with personal or employment variables. This may be due to the fact that the respondents are challenged in their jobs and feel needed by the public. Ideas can be shared electronically with the USDA office in Washington and most states through E-mail, and there is no confusion with policies because Cooperative Extension policies are very clear cut. Information from the federal office is disseminated by state specialists to county staff via newsletters, informal networking, and during scheduled inservice meetings. During professional association meetings, specialists will meet their counterparts, and there are opportunities for networking and sharing of ideas.

Testing of the Hypotheses

H_1 : There will be no significant association between the Perception of Self, Perception of Current Job, Perception of Work Group Environment, Perception of Working Relationships, Perception of Manpower Development, or the Perception of General Environment of Organization of Food and Nutrition Specialists and the selected personal variables:

1. Gender
2. Age
3. Marital status
4. Employment status of spouse
5. Ethnic background
6. Highest degree completed and major
7. Credentials
8. Job title, academic rank

Age, and credentials were significantly associated ($p < 0.05$) with Perception of Self, therefore the researcher can reject Hypothesis One based on this result. For the other six personal variables, however, there were no significant associations, therefore the researcher was unable to reject Hypothesis One (Table XVIII).

TABLE XVIII
SIGNIFICANT ASSOCIATIONS BETWEEN QWL CATEGORIES
AND SELECTED VARIABLES

QWL Category	Independent Variables	Significance*
Perception of Age	Age	0.0165
	Credentials (R.D.)	0.0248
	(L.D.)	0.0040
	Employment Status	0.0269
	Number of Years in Current Position	0.0007
Perception of Current Position	Annual Income	0.0056
	Salary Commensurate or Not with Title/Rank	0.0478
Perception of Manpower Development	Salary Commensurate or Not with Title/Rank	0.0097

* $p < 0.05$

H_2 : There will be no significant association between the Perception of Self, Perception of Current Job, Perception of Work Group Environment, Perception of Working Relationships, Perception of Manpower Development, Perception of General Environment of Organization of Food and Nutrition Specialists and the selected employment variables:

1. Full-time or part-time employment
2. Annual income
3. Is salary commensurate or not with the title, responsibilities, and experience
4. Number of years in dietetics/home economics profession
5. Years in current position
6. Number of other specialists he/she works with
7. Where his/her office is located

Status of employment, salary commensurate with title, and number of years in profession were significantly associated ($p < 0.05$) with Perception of Self, Perception of Current Job, and Perception of Manpower Development, therefore, the researcher was able to reject Hypothesis Two. For the other employment variables, no significant association was found resulting in the researcher being unable to reject Hypothesis Two for those variables (Table XVIII).

CHAPTER V

SUMMARY, RECOMMENDATIONS, AND IMPLICATIONS

The purpose in this study was to determine the quality of work life (QWL) of food and nutrition specialists in Cooperative Extension Service. Based on the literature review, this group of professionals had not been explored. The sample was drawn from 217 Food and Nutrition Specialists listed by the United States Department of Agriculture (USDA) as of November 1992. Eighty-seven usable questionnaires were returned and used in the data analysis.

Summary of Results

Personal and Employment Characteristics of Food and Nutrition Specialists

Almost all (88.5%) of the 87 Food and Nutrition Specialists who responded to the QWL survey were female, and 62 percent were married (N=54). About half (46%) were between 41 and 50 years of age, the remaining being under 36 or over 51. Almost two-thirds held doctorate degrees, while the remaining had obtained at least a master's degree. Food and Nutrition was the predominant major. Over half were Registered Dietitians (57.5%) and slightly over a third were licensed (27%).

Results of this study showed that 33 percent earned between \$35,000 to \$44,999 and 26 percent earned over \$55,000. More respondents

(50%) indicated that their salaries are commensurate with title/rank and responsibilities, and 94 percent are employed full time.

About 44 percent of the 87 had been in the dietetics/home economics profession between 11 and 20 years, and 34 had been in their current position less than five years, with 32 being the longest number of years employed. Eighty-six percent worked with fewer than 10 other specialists. Food and Nutrition Specialists worked in a variety of settings, however, most were housed in the home economics (or equivalent) building (43%), while only four had offices in a State/Federal building.

Quality of Work Life of Food and Nutrition Specialists

Food and Nutrition Specialists in Cooperative Extension Service who were older, had worked longer in the dietetics/home economics profession, and who were employed full time perceived Perception of Self which includes their sense of stress, accomplishments, productivity, and being a team member as important to their QWL. On the other hand, those who had earned the credentials Registered Dietitian (R.D.) or Licensed Dietitian (L.D.) tended to disagree with Perception of Self. This may indicate that those who are credentialed have added stress to maintain expertise, and that they also tended to perceive less accomplishments and productivity in the position as Food and Nutrition Specialists.

Those respondents with both higher salaries and whose salaries were commensurate with their title/rank had an increased Perception of Current Job (PCJ). PCJ included such issues as sufficient work space, delegation of authority, well-being, feedback, and materials and

equipment. This is as expected since higher salaries and higher titles/ranks generally carry more authority and power, and better work spaces and resources available to them.

Food and Nutrition Specialists also indicated that if salary was not commensurate with title/rank, they had a decreased sense of Manpower Development. Perception of Manpower Development included performance standards, career and future plans, recognition, and departmental objectives. Most professionals expect hierarchy of responsibilities, and career ladders in their work environment, and feel that with increased responsibility comes an increase in salary. In general, less developed Manpower Development at work will be reflected by decreased QWL.

Recommendations

To increase response rate, the researcher recommends that a second mailing be done. In addition, the questionnaires could be coded and the non-respondents called to encourage response. Due to financial constraints only one mailing was done in this research.

The research instrument was short, fairly easy to use, and seemed reliable. Perhaps this instrument should be used to collect QWL data from other professionals such as Certified Home Economists, dietitians and nutritionists in various practice areas, other Cooperative Extension Specialists, nurses, and other allied health professionals in a variety of settings.

Implications

Quality of Work Life encompasses many areas, as evidenced by the

lack of a concrete definition. In this research, six areas of work life were investigated. Results of this study and research-based data synthesized in Chapter II indicates that QWL can be an important component in personal development and growth of employees as well as manpower development for an organization. In addition, we can see that no one area seems to need emphasis, but all areas of the job should be focused on to provide high QWL. The more that is known about QWL will enhance the human resource manager's competence to deal with personnel. It is imperative, therefore, that administrators and managers pay close attention to the various aspects of QWL. It is becoming increasingly important on the job to have more sophisticated manpower development, to empower employees to make their own decisions, to provide challenges through continuing education and self-improvement, and to make employees take ownership of their jobs. Results of this study can hopefully contribute to the effort to make QWL more meaningful and challenging for Food and Nutrition Specialists and other professionals in related fields.

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APPENDICES

APPENDIX A

CORRESPONDENCE AND QUESTIONNAIRE



Oklahoma State University

DEPARTMENT OF NUTRITIONAL SCIENCES
COLLEGE OF HUMAN ENVIRONMENTAL SCIENCES

STILLWATER, OKLAHOMA 74078-0337
425 HUMAN ENVIRONMENTAL SCIENCES
14051-744-5040

June 1993

Dear Specialist:

As a Specialist in University Cooperative Extension Services, you are well aware that quality of work life (QWL) is linked with work performance and productivity. Job satisfaction, a component of QWL, has been studied for years, however, very limited studies have involved the measurement of QWL. 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 QWL studies done at Oklahoma State University included QWL of Oklahoma Dietetic Association members, U.S. military dietitians, and dietitians in business and communication.

The questionnaire has two parts -- general information and QWL assessment. The results will be analyzed using the following categories: perception of self, perception of current job, perception of work group environment, perception of working relationships, perception of manpower development, and perception of general environment of organization. Please indicate whether you agree (A), are uncertain (U) or disagree (D) with each QWL statement in relation to your current job.

Information from this study can hopefully assist you and other professionals in creating and/or enhancing the quality of work environment where you will find work personally satisfying and economically rewarding.

An abstract summarizing the findings will be made available to all extension state offices upon completion of the research via electronic mail. Composite data will be analyzed and results will not identify individuals or their place of work. It will take 15 to 20 minutes to complete the questionnaire. After completion, please fold, staple and return it to us on or before June 30, 1993. If you have questions, please call us at (405) 744-5040. Your assistance and cooperation in participating in this study is very much appreciated.

Tawni W. Segress

Tawni W. Segress
Graduate Student

Lea L. Ebro

Lea L. Ebro, Ph.D., RD., LD.
Professor and AP4 Director

QUALITY OF WORK LIFE ASSESSMENT OF EXTENSION SERVICE
FOOD AND NUTRITION SPECIALISTS

DIRECTIONS: Please check or fill in the appropriate information.

- | | |
|---|--|
| <p>1. Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female</p> <p>2. Age Group:</p> <p style="padding-left: 20px;"><input type="checkbox"/> Under 30 <input type="checkbox"/> 41-50</p> <p style="padding-left: 20px;"><input type="checkbox"/> 31-35 <input type="checkbox"/> 51-55</p> <p style="padding-left: 20px;"><input type="checkbox"/> 36-40 <input type="checkbox"/> 56 and older</p> <p>3. Marital Status:</p> <p style="padding-left: 20px;"><input type="checkbox"/> Single <input type="checkbox"/> Separated</p> <p style="padding-left: 20px;"><input type="checkbox"/> Divorced <input type="checkbox"/> Widowed</p> <p style="padding-left: 20px;"><input type="checkbox"/> Married</p> <p>4. If married, does your spouse have a full-time job?</p> <p style="padding-left: 20px;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>5. Your Ethnic Background:</p> <p style="padding-left: 20px;"><input type="checkbox"/> White <input type="checkbox"/> Black</p> <p style="padding-left: 20px;"><input type="checkbox"/> Hispanic <input type="checkbox"/> Asian</p> <p style="padding-left: 20px;"><input type="checkbox"/> Native American</p> <p style="padding-left: 20px;"><input type="checkbox"/> Other: Specify _____</p> <p>6. Degrees Completed and Major:</p> <p style="padding-left: 20px;"><input type="checkbox"/> Bachelor _____</p> <p style="padding-left: 20px;"><input type="checkbox"/> Master _____</p> <p style="padding-left: 20px;"><input type="checkbox"/> Ph.D./Ed.D _____</p> <p>7. Credentials: (Check all that apply)</p> <p style="padding-left: 20px;"><input type="checkbox"/> RD <input type="checkbox"/> RN</p> <p style="padding-left: 20px;"><input type="checkbox"/> LD <input type="checkbox"/> CHE</p> <p style="padding-left: 20px;"><input type="checkbox"/> Other: Specify _____</p> <p>8. Job Title: _____</p> <p style="padding-left: 20px;">Academic Rank: _____</p> | <p>9. Status of Employment:</p> <p style="padding-left: 20px;"><input type="checkbox"/> Full time (35 or more hours/week)</p> <p style="padding-left: 20px;"><input type="checkbox"/> Part time (34 or less hours/week)</p> <p>10. Annual Income:</p> <p style="padding-left: 20px;"><input type="checkbox"/> Under \$25,000</p> <p style="padding-left: 20px;"><input type="checkbox"/> \$25,000-34,999</p> <p style="padding-left: 20px;"><input type="checkbox"/> \$35,000-44,999</p> <p style="padding-left: 20px;"><input type="checkbox"/> \$45,000-54,999</p> <p style="padding-left: 20px;"><input type="checkbox"/> \$55,000-64,999</p> <p style="padding-left: 20px;"><input type="checkbox"/> Above \$65,000</p> <p>11. Is your salary commensurate with your title/rank?</p> <p style="padding-left: 20px;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>12. Is your salary commensurate with your responsibilities?</p> <p style="padding-left: 20px;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>13. Is your salary commensurate with your experience?</p> <p style="padding-left: 20px;"><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>14. Number of years employed in dietetics/home economics profession: _____</p> <p>15. Number of years in current position: _____</p> <p>16. Number of other specialists you work with: _____</p> <p>17. Where is your office located?</p> <p style="padding-left: 20px;"><input type="checkbox"/> Home Economics (or equivalent) building</p> <p style="padding-left: 20px;"><input type="checkbox"/> Agriculture building</p> <p style="padding-left: 20px;"><input type="checkbox"/> State/Federal office</p> <p style="padding-left: 20px;"><input type="checkbox"/> Other: Specify _____</p> |
|---|--|

QUALITY OF WORK LIFE QUESTIONNAIRE

Quality of Work Life (QWL) is a measurement of the impact that your work has on you and your organization's effectiveness. The following statements ask for your evaluation of conditions at your place of employment. These statements examine YOUR PERCEPTIONS of areas that have a direct impact on you, the people you work with, and the various administrative processes that affect you on a day-to-day basis.

DIRECTIONS: Please read each statement carefully and circle the letter which best describes your feelings about the statement.

	<u>Agree</u> (Circle A)	<u>Uncertain</u> (Circle U)	<u>Disagree</u> (Circle D)
1. I can identify things that cause me on-the-job stress	A	U	D
2. I feel that the work I do is worthwhile.	A	U	D
3. I am able to grow and learn on my job.	A	U	D
4. My job is challenging.	A	U	D
5. At the end of most days, I feel like I have accomplished something.	A	U	D
6. I feel that I'm an important member of my team.	A	U	D
7. I believe that I have more to gain than lose if I am more productive.	A	U	D
8. I plan to remain a Cooperative Extension Specialist until I retire.	A	U	D
9. Enough authority has been delegated to me to do my job properly.	A	U	D
10. My abilities are used properly in my work setting.	A	U	D
11. I have the materials and equipment to do my job right.	A	U	D
12. I believe that my well-being is considered when organizational changes are made.	A	U	D
13. I am able to try new ideas and ways of doing my job.	A	U	D
14. More automation and technology would help me to get my job done more productively.	A	U	D
15. I received the type of training I needed to perform my present job.	A	U	D
16. I know what is expected of me in most of the work I do.	A	U	D
17. I get timely feedback for both good and bad work.	A	U	D
18. I understand why my job is classified at its present level.	A	U	D
19. If changes are made to my job, I am involved in planning them.	A	U	D
20. I'm proud to tell my off-the-job friends where I work.	A	U	D
21. Meetings and exchanges of information occur often enough to keep me informed.	A	U	D
22. Most of the meetings I attend are worthwhile to me.	A	U	D
23. I am usually included in solving problems.	A	U	D
24. I am asked for my ideas for the long range plans of my department.	A	U	D
25. All specialists are treated the same in my department.	A	U	D
26. I can usually challenge the "old ways" of doing things.	A	U	D
27. My supervisor is sufficiently trained to manage people.	A	U	D

28. I get fair feedback for both good and bad work.	A	U	D
29. Awards go to those people who are most deserving.	A	U	D
30. People where I work support one another.	A	U	D
31. My office is adequate to satisfy my work needs.	A	U	D
32. There are no work-related subjects that I am afraid to discuss with my supervisor.	A	U	D
33. My supervisor sets aside time each year to plan next year's goals.	A	U	D
34. My supervisor usually does the right things for the employees in my department.	A	U	D
35. I feel that my supervisor trusts me to do my job.	A	U	D
36. My supervisor is usually willing to listen to the opinions of specialists.	A	U	D
37. If my ideas are different from those of my supervisor, he/she tries to understand them.	A	U	D
38. My supervisor takes action to reduce on-the-job stress for specialists.	A	U	D
39. Conflicts are usually handled well.	A	U	D
40. My supervisor stops occasionally to discuss progress of our program with specialists.	A	U	D
41. I feel free to give negative feedback to my co-workers.	A	U	D
42. My supervisor is willing to trust me with extra responsibility.	A	U	D
43. I feel free to discuss my personal feelings about work issues with my supervisor.	A	U	D
44. I feel my performance standards are fair.	A	U	D
45. I am rewarded for creative thinking and trying new ideas.	A	U	D
46. My supervisor sets aside time to talk to me about my career and future plans.	A	U	D
47. I am satisfied with my performance rating.	A	U	D
48. I understand my job performance standards.	A	U	D
49. I get recognized when I do a good job.	A	U	D
50. I can see how my work contributes to my department's objectives.	A	U	D
51. There are only a few unnecessary or unrealistic internal policies which hamper productiveness in my department.	A	U	D
52. I believe there is a positive attitude among co-workers towards improving our service.	A	U	D
53. When I have an idea, I feel that a suggestion program would be a good way of sharing that idea.	A	U	D
54. I am satisfied with where my office is located.	A	U	D

--Thank You! --

OKLAHOMA STATE UNIVERSITY
Department of Nutritional Sciences
425 Human Environmental Sciences
Stillwater, OK 74078-0337

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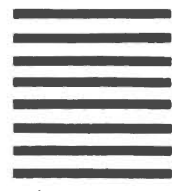


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APPENDIX B

APPROVAL OF HUMAN SUBJECTS RESEARCH

OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL REVIEW BOARD
FOR HUMAN SUBJECTS RESEARCH

Date: 06-09-93

IRB#: HES-93-030

Proposal Title: A QUALITY OF WORK LIFE ASSESSMENT OF EXTENSION
SERVICE FOOD AND NUTRITION SPECIALISTS

Principal Investigator(s): Lea Ebro, Tawni Segress

Reviewed and Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved

APPROVAL STATUS SUBJECT TO REVIEW BY FULL INSTITUTIONAL REVIEW
BOARD AT NEXT MEETING.
APPROVAL STATUS PERIOD VALID FOR ONE CALENDAR YEAR AFTER WHICH A
CONTINUATION OR RENEWAL REQUEST IS REQUIRED TO BE SUBMITTED FOR
BOARD APPROVAL. ANY MODIFICATIONS TO APPROVED PROJECT MUST ALSO
BE SUBMITTED FOR APPROVAL.

Comments, Modifications/Conditions for Approval or Reasons for
Deferral or Disapproval are as follows:

Provisions received and approved.

Signature:

Maria S. Tilley
Chair of Institutional Review Board

Date: June 9, 1993

APPENDIX C

SUBCATEGORIES OF QUALITY

WORK LIFE STATEMENTS

Subcategories of Quality Work Life Statements

A. Perception of Self

1. I can identify the things that cause me on-the-job stress.
2. I feel that the work I do is worthwhile.
3. I am able to grow and learn on my job.
4. My job is challenging.
5. At the end of most days, I usually feel like I have accomplished something.
6. I feel that I'm an important member of my team.
7. I believe that I have more to gain than lose if I am more productive.
8. I plan to remain a Cooperative Extension employee until I retire.

B. Perception of Current Job

9. Enough authority has been delegated to me to do my job properly.
10. My abilities are used properly in my work unit.
11. I have the tools and equipment to do my job properly.
12. I believe that my well-being is considered when organizational changes are made.
13. I am able to try new ideas and ways of doing my job.
14. More automation and technology will help me get my job done more productively.
15. I receive the type of training I need to perform my present job.
16. I know what is expected of me in most of the work I do.
17. I get timely feedback for both good and bad work.
18. I understand why my job is classified at its present level.
19. If changes are made to my job, I am involved in planning them.
20. I'm proud to tell my off-the-job friends where I work.

C. Perception of Work Group Environment

21. Meetings and exchanges of information occur often enough to keep me informed.
22. Most of the meetings I attend are worthwhile to me.
23. I am usually included in solving problems.
24. I am asked for my ideas for the long range plans of my department.
25. All department specialists are treated the same in my department.
26. I can usually challenge the "old ways" of doing things.
27. My supervisor is sufficiently trained to manage people.
28. I get fair feedback for both good and bad work.
29. Awards go to those people who are most deserving.
30. People where I work support one another.
31. My office is adequate to satisfy my work needs.

D. Perception of Working Relationships

32. There are no work-related subjects that I am afraid to discuss with my supervisor.
33. My supervisor sets aside time each year to plan next year's work.
34. My supervisor usually does the right things for the employees in my department.
35. I feel that my supervisor trusts me to do my job.
36. My supervisor is usually willing to listen to the opinions of the specialists.
37. If my ideas are different from those of my supervisor, he/she tries to understand them.
38. My supervisor takes action to reduce the on-the-job stress for specialists.
39. Conflicts are usually handled well.
40. My supervisor stops occasionally to discuss progress of our program specialists.
41. I feel free to give negative feedback to my co-workers.
42. My supervisor is willing to trust me with additional responsibility.
43. I feel free to discuss my personal feelings about work issues with my supervisor.

E. Perception of Manpower Development

44. I feel my performance standards are fair.
45. I am rewarded for creative thinking and trying new ideas.
46. My supervisor sets aside time each year to talk to me about my career and future plans.
47. I am satisfied with my performance rating.
48. I understand my job performance standards.
49. I get recognized when I do a good job.

F. Perception of General Environment of Organization

50. I see how my work contributes to my department's objectives.
51. There are only a few unnecessary or unrealistic internal policies which hamper productivity in my department.
52. I believe there is a positive attitude among employees toward improving our service.
53. When I have an idea, I feel that a suggestion program would be a good way of sharing that idea.
54. I am satisfied with where my office is located.

VITA 2

Tawni Welk Segress

Candidate for the Degree of

Master of Science

Thesis: A QUALITY OF WORK LIFE ASSESSMENT OF COOPERATIVE EXTENSION
SERVICE FOOD AND NUTRITION SPECIALISTS

Major Field: Nutritional Sciences

Biographical:

Personal Data: Born in Oklahoma City, Oklahoma, April 19, 1970,
the daughter of Dick and Judy Segress

Education: Graduated from Edmond High School, Edmond, Oklahoma,
in May 1988; received Bachelor of Science degree in Home
Economics from Oklahoma State University in 1992; completed
the Approved Preprofessional Program (AP4) in Dietetics at
Baptist Medical Center, Oklahoma City in May, 1993;
attained Dietetic Registration (RD) in November, 1993;
completed requirements for the Master of Science degree
at Oklahoma State University in December, 1993.

Professional Experience: Graduate Assistant in Nutrition at the
Wellness Center, Oklahoma State University, August 1993-
June 1994.

Professional Organizations: American Dietetic Association,
Oklahoma Dietetic Association, Phi Upsilon Omicron.