

**The Relationship of Work Satisfaction, Organizational Commitment and
Retirement Intention of Older Workers in Institutional Foodservices**

by

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(ABSTRACT)

The relationship between the work attitudes, job satisfaction and organizational commitment has been demonstrated to influence turnover/retirement. This relationship is important due to changing demographic patterns in the U.S. A foodservice labor shortage has potential for retarding the long-term growth of the foodservice industry. However, recruitment and retention of older workers could be a factor in controlling this problem. Therefore the major purpose of this research was to obtain information from current older foodservice employees to permit the determination of how various aspects of their jobs affect job satisfaction and organizational commitment, and thus intention to remain on the job. The major independent variables in this research postulated to affect the dependent variable, turnover/retirement intention included; intrinsic and extrinsic satisfaction, organizational commitment, working conditions, level of pay, and financial security.

The sample population consisted of older workers employed in hospital and college/university foodservices. Data were collected via questionnaire. A 61% response rate (N=243) was obtained.

The results indicate that older workers demonstrate moderate levels of work satisfaction and relatively high levels of organizational commitment. However a practically meaningful relationship between work satisfaction (measured by the Minnesota Satisfaction Questionnaire) and organizational commitment (measured by the Organizational Commitment Questionnaire), as correlated with turnover/retirement intention was not found. Although not considered meaningful, a weak but statistically significant relationship was found ($r = .15, p < .02$) between intrinsic satisfaction and turnover/retirement intention.

Older workers in this study are generally less satisfied with the chance for advancement on their jobs, and with the pay for the amount of work done. These two items are extrinsic measures of satisfaction. Regression analysis revealed that older worker perceptions of the physical demands of the job ($r=.37$), working conditions ($r=.33$), and employer communication of retirement options ($r=.21$) predicted 39% of the variance in the dependent variable, organizational commitment.

Fifty-three percent of older workers in this study would recommend their jobs to others, and 54% of older workers state they would delay retirement past the age they now plan to retire if they could work part-time.

The foodservice industry will see increases in the number of older workers in the near future. This research provides a foundation from which other research involving older workers can emerge.

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In this year marking the 100th anniversary of the Statue of Liberty, I thank my grandparents, for their undying will to prosper, welcomed to this country from Italy by Miss Liberty at the turn of the century. I especially thank my Grandfather, _____, who as a young boy of 9 years-old, came all alone to America with a vision. His courage to succeed and continue in times of adversity, has provided inspiration to me during times of trial and difficulty while completing my doctorate.

Finally, I thank Dr. Olsen for his deep support and constant constructive criticism of the research. The many revisions and rewrites of the manuscript seemed at the time, discouraging. However, his support during these times of perceptual adversity gave me the opportunity to grow and achieve ideals which go far beyond a dissertation manuscript. The following poem expresses this quality for achievement:

The tree that never had to fight
For sun and sky and air and light,
But stood out in the open plain
And always got its share of rain,
Never became a forest king,
But lived and died a scrubby thing.

The man who never had to fight
To win his share of sun and sky and air and light
Never became a manly man,
But lived and died as he began.

Good timber does not grow in ease-

The stronger the wind, the tougher the trees.

(ANONYMOUS)

Thank you Dr. Olsen, and to all who have contributed to my graduate studies. This dissertation is dedicated to my wife, _____, and daughters, _____, for their patience and enduring love.

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Chapter 1 INTRODUCTION

Problem Statement

Research conducted by the National Restaurant Association consistently identifies employee recruiting as a major problem faced by foodservice operators. Population projections indicating a shortage of teenagers and young adults to fill industry jobs strongly suggest that employee recruiting problems may intensify in the years ahead (N.R.A., 1984, 1986).

Over the next 30 years, the population of those over 55 is expected to increase to nearly 70 million, representing one in four persons (Morrison, 1983). Another trend will be the decline in the number and proportion of the population aged 18 to 34, who represent a sizable portion of the current foodservice labor force. This has resulted in speculation that there will be a shortage of entry level workers in the next 20 years.

These demographic and labor force changes will pose a series of challenges for the human resource manager in the food service industry. These challenges will include employment, recruitment, and selection in a largely competitive service industry, the retaining of productive employees, reducing turnover intention, and the development of improved working conditions and work incentives to augment productivity.

One possible remedy for the impending labor shortage is the inclusion of older workers in future foodservice strategic manpower plans. Currently a knowledge base concerning the older worker in the foodservice industry is not apparent. Information needed to enhance this knowledge base includes: 1. The degree of work satisfaction and work commitment of older workers in relation to turnover/retirement intention. 2. Research data on work schedule preferences of older workers, including part-time/part-year employment options. 3. Perceptions held of the physical work environment including a) working conditions, b) physical demands of the job, and c) perceived stress aspects of the job. It is suggested that these attributes have significant influence on the employee's decision to leave or terminate their employment. This research study investigated how these factors influence the employment decision of older workers in the institutional foodservice sector.

Purpose of Study

The intent of this research was to answer key questions that the human resource manager will have to address involving successful utilization of older workers in the institutional foodservice sector. For this research, institutional foodservices included; college/university and hospital foodservices. In the literature, the relationship between job satisfaction/job commitment and turnover is significant and consistent. However, limited data of this type are available on older workers employed in foodservice occupations. In this research, retirement intention was the major dependent variable studied. The effect of the independent variables, work satisfaction and organizational commitment on retirement intention was determined.

The relationship between specific extrinsic and intrinsic satisfaction factors in regard to retirement intention, may be of value in developing programs and/or practices designed to retain contributing workers on the job in light of a potential scarce applicant pool.

Justification of Research

With a mounting labor shortage that could impede long term growth in the food service industry, the older worker will become a key ingredient to the success of the foodservice operation. With this impending labor shortage, it will be advantageous for the food service manager to ascertain what job components older workers value most. This needs assessment will be critical in outlining direction for retaining valuable older employees (from turnover/retirement). This can be accomplished through description of job components which meet the specific needs of older workers in the foodservice industry. If older workers are to be viewed as a possible remedy to ease the anticipated labor shortfall, then information must be gathered to determine the components of job satisfaction and job commitment which may contribute to older workers remaining on the job.

Age and work studies reported in the literature reveal a paucity of rigorous empirical investigation specific to older workers in the food service industry. The results obtained from this research will contribute to the field as follows:

(a) The determination of satisfaction and job commitment levels of older employees currently employed in the institutional foodservice sector. The intrinsic and extrinsic aspects of satisfaction revealed from the survey responses will assist the human resource manager in the evaluation of the work environment in meeting or failing to meet the needs of older workers.

(b) The work related attitudes (i.e., job satisfaction and commitment) obtained from the survey will assist the human resource manager in the development of programs and work environments fitted to the needs of the older worker and the industry facing a potential labor shortage.

(c) This research study assessed the impact of intrinsic and extrinsic satisfaction aspects in relation to retirement intention. Intrinsic satisfaction included; security, acheivement, and self actualization. Extrinsic satisfaction included; pay, compensation, and advancement. Job commitment was independently assessed as it relates to retirement intention.

(d) The research results provide information on older employee perceptions of pay, benefits, health status, work environment, work schedules, stress, and co-worker interactions.

(e) The research generated information regarding older worker preferences for innovative work options in lieu of retirement. These options included; part-time employment and delayed retirement plans.

Overall, the evidence in the literature reveals age related differences in job satisfaction and job commitment between younger and older workers. Older workers have consistently expressed greater overall satisfaction than younger workers. Older workers have greater needs for security and affiliation and lower needs for self actualization than younger workers. Results of seventeen bivariate studies have found older workers to be more committed to the organization than younger workers (Doering, Rhodes, and Schuster, 1983). The research data obtained from this study will contribute information for the development of programs and work environments designed to meet the needs of older workers in the institutional foodservice service sector.

Conceptual Underpinnings of the Research

Empirical evidence indicates strong correlations between job satisfaction, organizational commitment, and turnover. Accordingly, job satisfaction would seem to be an important focus of organizations which wish to reduce turnover (Lawler and Porter, 1967). In this study turnover via retirement intention was studied. Work satisfaction as related to turnover is based on the path-goal theory of motivation that has been stated by Georgopoulos (1957), Yroom (1964), and Porter and Steers (1973).

The path-goal theory predicts that high satisfaction will lead to low turnover because satisfied individuals are motivated to go to work where their important needs are satisfied. Yroom (1964) reports a consistent negative relationship between job satisfaction and the propensity to leave the job. Yroom (1964) interprets the findings concerning job satisfaction and withdrawal as being consistent with an expectancy/valence theory of motivation; that is, workers who are highly attracted to their jobs are presumed to be subject to motivational forces to remain in them, with such forces manifesting themselves in increased tenure (Porter and Steers, 1973).

Yroom (1964) states that measures of job satisfaction reflect the valence of the job to its occupant. It then would follow that job satisfaction should be related to the strength of the force on a person to remain in the job. The more satisfied a worker, the stronger the influence on him to remain in his job and the less the probability of his leaving it voluntarily (Yroom, 1964).

The Heneman and Schwab (1975) model of turnover demonstrates that workers who have relatively low levels of job satisfaction are the most likely to quit their jobs, and that organizational units with the lowest average satisfaction levels tend to have the highest turnover rates. Existing evidence clearly suggests that older workers are less likely to leave an organization than younger workers, with 25 out of 31 bivariate analyses finding a negative relationship (Doering et al., 1983). The conceptual model of Mobley, Horner, and Hollingsworth (1978) is useful for underpinning the relationship between age, satisfaction, and turnover. According to the model, older/longer tenured workers are less likely to leave the organization for two reasons: (1) They are more satisfied with their jobs; and (2) they believe that there is a low probability of finding an acceptable alternative.

The theories previously outlined point to the importance of job satisfaction as a predictor of turnover. While consideration of the role of overall job satisfaction in the decision to participate is important, it reveals little about the roots of such satisfaction (Porter and Steers, 1973). This study helps to reveal and describe the precursors of satisfaction in food service settings. These

include: work environment, pay, challenge, work schedule, and co-worker interaction. Investigation of these elements will afford a better comprehension of the various factors of the work situation as they relate to the propensity of older workers withdrawing or remaining on the job.

There is a consistent negative relationship between job satisfaction and the probability of resignation. This relationship appears when scores on job satisfaction surveys are obtained from individuals and used to predict subsequent voluntary dropouts, and when mean scores on job satisfaction for organizational units are correlated with turnover rates for these units (Yroom, 1964).

This research used the Minnesota Satisfaction Questionnaire (MSQ). As stated by Weiss, Dawis, England, and Lofquist (1967), the MSQ measures satisfaction with several different aspects of the work environment. The MSQ measures intrinsic job satisfaction, extrinsic job satisfaction, and overall (general) satisfaction.

It was postulated that older workers in the institutional food service setting that demonstrate high levels of work satisfaction will have lower levels of turnover/retirement intention. In addition, these employees will remain with the organization longer, and are more likely to delay their retirement.

Organizational commitment is defined by Mowday, Steers, and Porter (1979) as the relative strength of an individual's identification with and involvement in a particular organization. It can be characterized by the following three factors: 1) A strong belief in and acceptance of the organizations goals and values; 2) A willingness to exert considerable effort on behalf of the organization; and 3) A strong desire to maintain membership in the organization. The theory underlying the commitment construct suggests that highly committed employees will be less likely to leave their jobs (Mowday et al., 1979). This research investigated the relationship between work commitment of older workers (independent variable) and retirement intention (dependent variable). The organizational commitment questionnaire (OCQ) as developed by Mowday et al., (1979) has demonstrated relatively consistent prediction between employee commitment and turnover, as well as employee tenure in the organization.

Both the Minnesota Satisfaction Questionnaire and the Organizational Commitment Questionnaire have demonstrated consistently strong reliability and validity (Weiss et al., 1967, Mowday et al., 1979). In this research, the MSQ and OCQ questionnaires were used as predictors for the criterion, retirement intention. Both questionnaires provide objective information on job attributes, including work environment, company policies, compensation, co-workers, feeling of accomplishment, supervision, and company loyalty. Therefore, this research study used the theoretical underpinnings of work satisfaction and work commitment to investigate the potential relationship between satisfaction/commitment of older workers in the foodservice industry with regard to retirement intention.

Research Questions and Hypotheses of the Study

Research question 1:

To determine through an institutional food service survey, job satisfaction of older (55 years of age and over) foodservice employees. The Minnesota Satisfaction Questionnaire (MSQ) was employed to measure satisfaction on the job. A measure of the relationship between satisfaction (independent variable) and retirement intention (dependent variable) was determined. Are older workers who demonstrate higher levels of job satisfaction, less likely to leave the organization (turnover/retirement intention)?

Research hypothesis 1:

Older institutional foodservice employees who demonstrate high levels of job satisfaction, as measured by the Minnesota Satisfaction Questionnaire, will be less likely to leave work (turnover/retirement intention).

Research Question 2:

To determine through the implementation of the Organizational Commitment Questionnaire, job commitment levels of older foodservice employees. Are older workers who demonstrate higher levels of organizational commitment less likely to leave the organization (turnover/retirement intention)?

Research hypothesis 2:

Older foodservice employees who demonstrate high levels of organizational commitment (as measured by the Organizational Commitment Questionnaire), will be less likely to leave work (turnover/retirement intention).

Research question 3:

Are factors such as perceived poor working conditions, physical demands of the job, strength demands of the job, job stress, age, financial status, gender, income level, job title, supervisory responsibilities, marital status, number of years in foodservices, number of years employed by current institution, years in current position, education level, and health status related to turnover/retirement intention?

Research Hypothesis 3:

Turnover/retirement intention is not significantly affected or predicted by the above designated personal variables or work variables inherent in institutional foodservices.

Chapter summary

The determination of overall job satisfaction and job commitment of older workers in institutional foodservices was the major goal of this research. Of equal importance was the deliniation of the roots of this satisfaction and commitment. Knowing only that an employee is dissatisfied and/or has low job commitment, and has turnover intentions does not help the foodservice manager understand why he/she is dissatisfied, or what job aspect(s) must be modified to retain him/her. The relationship between satisfaction, organizational commitment, and turnover/retirement intention was also investigated. Due to shifting demographics, general worksite information on older foodservice employees is needed.

Chapter 2

REVIEW OF LITERATURE

The review of the literature was divided into four major sections. Section 2.1 serves as an overview of shifting demographic patterns in the U.S. Section 2.2 discusses how these demographic shifts may impact the food service industry. Section 2.3 examines the older worker in relation to sections 2.1 and 2.2 above. Section 2.3 focuses on work characteristics of older workers, and examines physical and psychological characteristics of older employees. Section 2.3 explores job expectations of older employees including; pay, benefits, and incentives, as well as looks at work schedule preferences of older workers. Finally section 2.3 focuses on the relationship between work and retirement expectations of older workers.

Section 2.4 looks at job attitudes, including work satisfaction and organizational commitment from a general perspective, and more specifically, attitude profiles of older employees. This section also examines the Minnesota Satisfaction Questionnaire and the Organizational Commitment Questionnaire in relation to job satisfaction and organization commitment respectively. Finally section 2.4 discusses turnover/retirement with respect to satisfaction and organization commitment.

Section 2.1: Overview of Shifting Demographic Patterns in the U.S.

U.S. workforce organizations are faced with a potential crisis of major proportion. The work force is becoming older, the demands of government to protect and enhance older elements of the labor force are more stringent, and the expectations of older workers are changing (Doering et al., 1983). The interactions among demographics, government regulations, and expectations of older workers will present a series of challenges for the human resource manager. The Bureau of Labor Statistics defines older workers as those above 55 years old. This research operationally defined older workers as those individuals 55 years of age and older.

The Bureau of the Census has estimated the 1982 U.S. population at 232 million, with a median age of 31 years. This is compared with a median age of 29 in 1976. More than 1 in 5 persons (48 million) were age 55 or over. Of those individuals, 26 million were 65 or older. Females accounted for 60 percent of the 65 or older population (Monthly Labor Review, 1983). Over the

next 30 years, the population age 55 and over is expected to increase to nearly 70 million, representing approximately 1 in 4 persons (Monthly Labor Review, 1985). The median age of the population will increase to almost 37 from the present median age of 31. To illustrate the significance of this statistic, the median age in Florida today, generally considered a retirement state is 35 years of age. Finally life expectancy at birth and at age 65 will continue to increase significantly over the next 3 decades.

Clearly, between now and the year 2000 the most striking trend is the decline in the number and proportion of the population aged 18 to 34 who represent a substantial portion of the current labor force. There will be a decline of approximately 6 percent of persons aged 13 to 34 resulting in approximately 8.4 million fewer persons in this age range in the year 2000. Concomitantly, prime aged persons (35 to 54 years) will increase their share of the population by 7 percent (Morrison, 1984). This major decrease in the younger population age group has resulted in speculation that there will be shortages of entry level and other types of skilled workers in the next twenty years.

It should be noted that there will be fewer persons aged 18 to 34 in the population in the year 2000 than at present, but that this pattern will be reversed for persons aged 35 to 54. Beyond the turn of the century, there will be fewer persons aged 18 to 39 and substantially more aged 55 and over (Morrison, 1984). Table 2.1 summarizes the anticipated shift to an older population (Doering et al., 1983). Those individuals in the 55 years and over category will substantially increase, while the younger age groups will grow more slowly or decline. Table 2.2 shows that the total number of individuals in the older age groups will increase in numbers as well. In 1960, there were approximately 17 million individuals over age 65, however for the year 2020 it is projected that this figure will grow to nearly 43 million (156 percent increase). Similarly, the 55-64 age group will increase by 135 percent, the 18-24 age group by 68 percent, and the under 18 age group by only 14 percent (Doering et al., 1983).

Table 2.1
Percentage of Civilian Workforce By Age

Age	1975	1980	1985	1990	1995	2000
16-24	24.1	23.1	21.2	18.5	17.1	18.1
25-34	24.1	28.0	28.6	28.6	25.9	22.6
35-44	18.1	19.5	22.5	25.6	27.4	27.2
45-54	18.5	15.6	14.7	15.8	18.7	20.8
55-64	12.1	11.0	10.3	9.1	8.6	9.3
Over 65	3.1	2.8	2.6	2.5	2.3	2.1

Source: Doering et. al., 1983, p. 16.

Table 2.2
Decennial Percentage Changes in U.S. Population, 1960-2020

Age	1960-70	1970-80	1980-90	1990-2000	2000-10	2010-2020
Under 18	+8%	-9%	+7%	+5%	-1%	-6%
18-24	+53	+18	-15	+5	+11	-7
25-34	+10	+43	+13	-16	+11	+5
35-44	-4	+11	+42	+13	-16	+11
45-54	+13	-3	+11	+42	+13	-16
55-64	+19	+13	-3	+12	+42	+13
65 and over	+20	+22	+18	+6	+9	+29

Source: Doering et. al., 1983, p.13.

Labor Force Changes

Between now and the year 2000, the composition of the labor force will significantly change. At the turn of the century, the labor force will be composed of about 134 million people. There will be a significant decrease in the proportion of the labor force composed of younger persons. Those aged 18 to 24 will represent only 15 percent of the labor force. While the proportion of younger persons in the labor force is declining, workers in the 35 to 55 year range will increase significantly, both in number and proportion (Morrison, 1984). Persons in this age range now account for 35 percent of the work force (39 million persons). By the year 2000 this age group will represent nearly half of the labor force (49 percent) and account for 64 million employees.

The decline in the younger labor force may produce demand for entry level workers that might be met by older persons. In addition, an increase in flexible work schedules may lead to greater demand for older workers (Morrison, 1983). Although there has been an increase in the number of older individuals, the percentage of older individuals continuing to work has declined. In fact, a trend towards early retirement has developed (The White House Conference on Aging, 1981). Table 2.3 illustrates labor force participation by age group. Indeed reduced labor participation may characterize the older population, irrespective of the projected labor shortage and increased demand for workers that might develop over the next 20 years. The prospect of major increases in older worker employment is unlikely, unless an understanding of the labor force characteristics of older workers becomes evident. The recognition of these characteristics of older employees is essential for implementing programs which encourage participation by an older work force.

General Characteristics of Older Workers

Table 2.3 demonstrates most older workers expect and desire to retire and actually do so. Because of the limited number of older persons who have continued to work, much more research has been focused on the precursors of the retirement decision.

Table 2.3
Labor Force Participation Rates (Percentages) for
Older Age Groups By Sex, Selected Years, 1950-78

Age Groups and Year	Men	Women
50 to 54 Years		
1950	90.5	30.8
1960	92.0	45.9
1970	91.5	52.4
1978	89.1	53.8
55 to 59 Years		
1950	86.7	25.9
1960	87.7	39.7
1970	86.8	47.6
1978	83.1	47.7
60 to 64 Years		
1950	79.4	20.6
1960	77.8	29.4
1970	73.2	36.4
1978	61.1	31.7
65 to 69 Years		
1950	59.7	12.0
1960	44.0	16.5
1970	39.3	17.2
1978	30.0	14.2

Source: Casey, 1980

There are a number of important characteristics of these older employees that provide assistance as to what might be expected if more older persons were encouraged to remain in the workforce (Morrison, 1984):

- A. Of today's older workforce, approximately 60 percent are men, with half working full time. Thirty-eight percent of older women are employed, with a majority working part-time.
- B. Unemployment rates for older workers are generally low. However older persons who have been working and become unemployed face the longest median duration of unemployment of any age group (18 weeks). It is assumed that most persons who elect early retirement, leave the labor force due to declining health.
- C. Although clearly there are significant economic advantages of employment to older workers, persons aged 65 and over are concentrated in a small number of occupations. These include managers and administrators, professional and technical workers, farmers, and service workers. Older workers in the U.S. labor force occupy jobs such as small farmer, private household workers, service workers, etc. that are often not full-time, full-year occupations. In addition, older workers are highly representative of the self-employed, thereby permitting part-time work and considerable work schedule flexibility.

Despite the reluctance of older workers to remain attached to their job, national surveys continue to indicate strong preferences on the part of older individuals, for some type of continued employment (usually part-time) after retirement from the longest held job. Older persons say they are primarily interested in part-time work, usually the same as or similar to their preretirement jobs. These survey findings strongly suggest that if employees were presented with more flexible work policies, many older persons would take advantage of them (Morrison, 1984).

Economic Characteristics of Older Workers and Retired Individuals

The economic status of older Americans is generally no worse than for the nation as a whole. Sixty-eight percent of those 65 and older fully own their own home. In contrast, only 12 percent of individuals in the 18 to 54 age bracket have fully paid off their home mortgages. Median income does decline as age increases for those over the age of 54 (Reid, 1985).

The major sources of income for retired individuals are: 1) Social Security benefits (38%); 2) employment earnings (28%); 3) investment income (19%); and 4) other retirement income and pensions (16%) (White House Conference on Aging, 1981). The Social Security System remains the primary source of income. Among those earning less than \$20,000 per year and having more than one source of income, Social Security provided from 53 to 89 percent of their income. The other sources of income include income from savings, investment income, company or governmental pension, income from current job, and money received from their children (Rosow and Zager, 1980).

Section 2.2: How Demographic Shifts Will Effect and Impact the Food Service Industry

The "graying of America" will have a profound influence on the foodservice labor force as the number of older workers increases. These demographic shifts will result in changes in the employment patterns within American industry specifically. Demographic changes will impact the foodservice industry due to the heavy reliance on the 16 to 24 age group to satisfy labor force needs (Reid, 1985).

The United States is on the verge of a "dynamic labor shortage". A sharply reduced growth in the labor force will restrict returns to private investment and act as a drag on economic growth. Problems from the shortage will progressively worsen over the next 25 years. Recent research indicates a suppside solution; an increase in work force participation by older workers, would improve the economic status of older workers and their families, which would increase economic growth and reduce inflation (Olson, 1982).

The seeds for a labor shortage were planted two decades ago, when birth rates declined following 15 years of post-war baby boom. The rate of growth in the labor force will change from the 2.5 percent annual labor force growth of the latter half of the 1970's, to 1.7 percent between 1980 and 1985; 1.2 percent from 1985 to 1990; and 0.8 percent per annum from 1990 to 2005.

The outlook is for a dynamic labor shortage becoming progressively worse over the next 25 years (Olson, 1982).

Demographic trends suggest that the foodservice industry which has traditionally provided employment for large numbers of teenage workers will need to seek older workers to fill job openings. The increasing number and proportions of older persons in the U.S. population and the increasing number of retired individuals will result in major social and economic changes in the closing years of this century and into the twenty-first century (Morrison, 1984).

According to the National Restaurant Association (1984) the foodservice industry currently employs approximately 4.7 million individuals, 66 percent of whom are women and 25 percent of whom are teenagers. The Labor Department's Bureau of Labor Statistics (BLS) predicts that the foodservice industry will need to fill 1.8 million additional foodservice jobs by 1995 (1985). The BLS indicates a 38 percent increase in demand for restaurant employees and a 33 percent increase in demand for all foodservice employees from 1982 to 1995. Without adjustments to such factors as pay and benefits or the tapping of new labor sources, the foodservice industry could experience a labor shortfall of one million workers by 1995 (NRA, 1986). These figures add fresh fuel to growing industry concerns over predicted manpower shortages (NRA, 1984).

Foodservice occupations are expected to grow faster than average in comparison with other employment sectors (BLS, 1985). According to the Bureau on Labor Statistics, foodservice occupations expected to show strong growth during the 1982-95 period include; cooks and kitchen helpers. Based on BLS (1985) projections, the demand for cooks is expected to grow by 402,000 between 1982 and 1995. Demand for not only foodservice employees, but service workers in general will "continue to increase faster than total employment, and account for a greater share of total employment through 1995 (BLS, 1985).

As an example of beginning efforts to attract older workers to foodservice jobs, McDonald's Restaurant has run classified ads in newspapers of grandmotherly figures resplendent in thier McDonald's uniform in an effort to attract viable employees. Restaurant chains have stepped up recruitment efforts of older workers by hunting for employees in retirement communities and church groups (Restaurants and Institutions, 1985). Competition for employees among the different sectors of the foodservice industry is evident today, as the people fast-food chains are now recruiting have traditionally been a major labor pool for the institutional side of foodservices: healthcare, schools, and employee dining (Restaurant and Institutions, 1985). Therefore demographic and labor force changes in the general foodservice arena will sharply impact on institutional foodservice employment, the focus of this research.

It is estimated that by the year 2000, 4 out of 5 jobs will be in the service sector (Collier, 1983). The U.S. is in the midst of a shift to a service/information economy in which productivity may be more related to people rather than machines or raw materials (Morrison, 1983). Therefore, foodservices will also be competing with other industries who are attempting to attract employees from the same labor pool. By the year 1994, the foodservice industry will require 2 million workers who will be able to handle jobs in an increasingly sophisticated industry, and at the same time understand they are in a competitive business and play a major role in making their employer's successful (Restaurant Business, 1984). A key factor in averting a foodservice labor crisis down the road is the retention of the current workforce. This goal is not always easy in an industry where high employee turnover is the general rule (National Restaurant News, 1985).

Significant demographic changes are occurring in the United States. Foodservice managers will out of necessity have to adapt to a changing labor force in the coming years. The challenge of managing an aging workforce will require innovative responses embracing all aspects of human resource management.

Section 2.3: The Integration of Older Workers into the Foodservice Industry

As stated in the previous two sections, demographic shifts will squarely impact the service sector in the U.S., particularly the foodservice side. If older employees are to be counted on to meet the afore-mentioned human resource challenges of the future, information on the following areas will be paramount: Physical and psychological characteristics of older workers; Job expectations of older workers (including pay, benefits and work incentives); work schedule preferences (i.e. part-time/part-year employment); Older employee perception of the worksite environment. Due to the major focus of this research, work satisfaction and work commitment are discussed in section 2.4. Another research focal point, turnover/retirement will also be discussed in depth in section 2.4.

Physical and Psychological Expectations of Older Workers

Until recently, people over age 55 were not considered seriously as being a potential labor resource for continuing employment. They were stereotyped as "pre-retirees" who were waiting to leave the labor force (Morrison, 1984). More and more foodservice operators are becoming aware of the need to employ older workers due to demographic changes affecting the pool of

available labor. As this need grows in the future, foodservice human resource managers should become cognizant of the facts about older workers.

Aging is a normal and continuous process that involves physical and psychological changes over time. Sometimes these changes have been considered declines, but this is not necessarily the correct way of viewing the aging process. There are many ill-founded myths and negative stereotypes about older people which often lead to a one-sided and inaccurate view of the older person. It is important to re-examine and refute these myths and stereotypes so that industry employers can gain a realistic understanding of older persons as potential employees (Morrison, 1984).

Research has demonstrated that adults experience physical changes as they grow older. These include an increase in reaction time, a decrease in visual acuity, and a decline in hearing ability (Cross, 1981). Due to sensory and motor changes, there may be some slowing of performance with increased age. In addition, there is an increase in variation among individuals, which means that a substantial number of older people will perform at the same level as young people. Thus, each person must be evaluated individually irrespective of age (Morrison, 1984).

The generally held stereotype that a worker's performance decreases with age is not totally supported in the literature (Greenberg, 1961). Studies of older workers in a variety of occupational categories have demonstrated that age is not related to productive output. Work productivity does not decline as a function of age (U.S. Department of Labor, 1979). In some cases, research has shown that older workers' productivity exceeds that of younger employees (U.S. Senate, 1977). Meier and Kerr (1976) reported that output per manhour remained steady through age 54 and then declined slightly as age increased. In a second study Meier and Kerr (1976) reported that; a) many older employees performed better than the average younger workers; b) workers in the older age group had a steadier rate of output; and c) older workers were as accurate in their work as younger employees.

The physical demands placed on workers today are less than has been the case in the past (Meier and Kerr, 1976). One commonly held stereotype associated with older workers is that they should be given lighter job duties. This assumption is erroneous since it is not the heavy work that causes older workers problems, rather it is the stress associated with having to maintain a high level of productivity. Hence if the pressure to produce is lowered, older workers will continue to produce at acceptable levels (Meier and Kerr, 1976).

Some of the variables which research has identified as being associated with older persons, and which have positive effects on productivity are: dependability, low absenteeism, punctuality,

decrease in on-the-job accidents, high quality and quantity of work (overall job performance), good judgement based on experience, successful interpersonal realtions, and greater motivation due to greater job satisfaction and less stress on the job (Schwab,1977; Morrison,1984).

Studies of intellectual functioning completed since 1955 have found that intelligence remains intact for most people until at least age 70. With good physical and mental health, adequate education and continued intellectual stimulation, generally there is no decline in intellectual abilities with age (Woodruff, 1975). Although learning capacity does not decline with age , older persons sometimes require longer initial learning periods. In addition some abilities such as judgement, accuracy, certain types of decision making, and general knowledge have been found to increase with age (Woodruff,1975).

Chronic health problems often accompany the aging process. However, normal aging does not mean a decline in health. Today's older workers are healthier than those in the past (Morrison,1984). Older individuals rate their overall health as generally good and actually suffer fewer illnesses per year than younger people. However, nearly all older people have at least one chronic health condition, with athritis heading the list (Morrison, 1984). It is not reasonable to suggest that chronological age is a useful predictor of declines in health which have a negative effect on work performance. Too many variations in individual health are present to suggest direct relationships between aging, poor health, and poor job performance (Morrison, 1984). It should be emphasized that today's older workers differ markedly from those of previous decades; they are healthier and began working later than their predecessors, so the extension of worklife may not mean an actual lengthening of career (Rosow and Zagar, 1981).

Research has shown that older workers are not subject to increased rates of accidents. A study surveying more than one million workers concluded that older workers have a lower accident rate than younger workers (Root, 1981).

In general, older workers remain productive because they maintain their output and are less wasteful, have longer tenure on the job, have fewer accidents, are more stable, loyal, and consistently responsible. They are more accustomed to working with little or no supervision. These attributes often outweigh relatively minor physical and psychological limitations. In most jobs, experience and stability are more important to productivity than speed, physical strength, or speed of thinking (Morrison, 1984).

Job Expectations of Older Workers

It is important for management to have an understanding of the job expectations which influence the employment patterns of older workers. The following sections examine older worker expectations involving; pay/benefit compensation, work schedule preference, and retirement.

Pay/Benefit Compensation

The research examined in this subsection demonstrates that many older workers would prefer less emphasis on pay and more on fringe benefits. Andrews and Henry (1964) found statistical evidence to suggest that older workers would be willing to accept pay reductions in order to achieve increased job security. Jurgenson (1978) found that as males age, pay and advancement become less important, while fringe benefits, the company, and the supervisor become more important. Similarly, pay was less important for older females, while fringe benefits became more important. Doering et al. (1983) summarizes the research in the area of pay compensation as follows: As workers age, their preference for various types of compensation shift. Older workers prefer increased retirement, medical and life insurance benefits. At the same time, their preferences for pay and time away from work declines. Older workers are less likely to be motivated by pay for performance systems. Older workers place less value on pay and are less likely to view their efforts as leading to desirable outcomes as younger workers.

Work Schedule Preferences of Older Workers

Usher (1981) in a survey of 333 older employees disclosed that 53% declare an interest in delaying retirement if various work options are available. Continuing part-time in the same job was the most popular work option. Usher (1981) concluded that working part-time for part of the year was preferred only when accompanied by pension related incentives for continued work. Similarly, when base pay reduction was introduced as a condition of schedule modifications, interest in these options diminished significantly. Harris (1981) in a survey of 3,400 Americans found that three-fourths of the 55 and older work force would prefer some kind of part-time paid work. High income older workers, no less than low income employees, show little interest in total retirement. Copperman, Keast, and Montgomery (1981) in a survey of 1200 randomly selected workers age 50 and over employed in a high technology company found

approximately two-thirds of employees would consider part-time work as a step between full time work and retirement. The desires for increased leisure and more time for family activities were the most commonly cited reasons for the expressed interest in part-time work. In this study 50 percent of the respondents are interested in a full-day, part week schedule for the full year. Approximately 40 percent are interested in a part year, part-time job. Older employees in part-time jobs for part of the year can provide employers with experienced workers to meet peak or seasonal demands (i.e. the foodservice industry). Although a large percentage of workers surveyed were interested in part-time work as a transitional step to full retirement, the number might be larger if older workers were aware that part-time work was available (Copperman et al., 1981).

Bosworth and Holden (1983) surveyed 3,806 Wisconsin state employees ages 55 and over regarding under which conditions they would delay their retirement beyond the age that they now plan to retire. While a slight majority say they would delay retirement if they could work part-time, a large portion would delay retirement by continuing to work full-time. The authors state that part-time work programs would allow a large portion to continue working. In fact about a third actually delayed retirement when given the opportunity to do so; and an identical proportion of recent Wisconsin state retirees are achieving their desire for a longer working life by working at other jobs after they retire (Bosworth and Holden, 1983).

Shkop (1982) in a survey of 288 managers and 425 blue collar workers (mean age, 57 years) employed in an industrial setting found that approximately 44 percent wanted part-time employment. Approximately 42% of the bluecollar workers specified a desire for job modification which would reduce the physical strains of the job. Shkop (1982) states that the fact that many of the survey participants expressed a desire to implement their selected job modifications much earlier than age 65 suggests that job modifications should be seriously considered not only as an alternative to retirement, but also as a tool to facilitate "second" and new careers for older employees.

A U.S. Department of Labor (1981) survey found that more than one of every five Americans who retires returns to work at least part-time. Many of the 22% of retired people who go back to work, take part-time jobs. Of people over 65 who are still employed, about half work part-time. Shkop and Shkop (1982) found a large proportion of U.S. workers would prefer to remain employed beyond the age of pension eligibility. The authors determined that both white and blue collar groups were interested in part-time work, longer vacations and seasonal employment. Blue collar groups wanted to work fewer hours per day.

Morrison (1984) states that there is a developing trend in preferences of older workers for part-time, post retirement employment. Therefore it is important for foodservice employers to recognize these preferences. Older workers are concerned about their working hours, working conditions, pay and benefits. Studies have indicated that the most important benefit for older employees is some form of health insurance to assist in protecting them in the event of illness (Morrison,1984).

In 1980, 355,000 workers aged 55 and over, accounted for eight percent of all eating and drinking establishment employees, according the Census of Population. Virtually across the board, food service operations utilizing older workers continue to report good results, with high and consistent productivity characterizing older employees (Morrison, 1984). In future decades employers will see a diminishing stream of young job applicants. Management may be able to maximize the productive capacities of an aging workforce through job modifications which include part-time/part-year work options for older workers.

Retirement Expectations of Older Workers

Recent developments in the economy and in the health and life-styles of Americans suggest that the trend towards early retirement may slow down and even reverse itself. A Harris (1979) poll showed that about half of employees aged 50-64 intended to continue working beyond the conventional retirement age. While the 1978 amendment to the Age Discrimination and Employment Act enables older workers to remain on their jobs until the age of 70, there are other factors which may compel older workers to do so including; proposed changes in the Social Security System (ie. raising the eligibility age and making only partial adjustments of benefits to the consumer price index) which if adopted, may necessitate postponed retirement (Shkop, 1982). Later retirement can benefit organizations by postponing the loss of valuable and highly experienced workers (Reno, 1976)

Meier and Dittmer (1980) report that the Social Security earnings test was the single greatest disincentive for continued employment of older workers. Currently a worker is permitted to earn \$6,960 per year without a reduction in social security benefits. For income earned above \$6,960, an individual will have the Social Security benefit reduced by \$1 for every \$2 of income earned. Individuals over the age of 70 have no limit placed on their earned income, but the limits do apply to those below the age of 70. This provides a powerful disincentive because it amounts to a 50 percent tax on earned income (Reid,1985).

The primary sources of income for retired workers are pensions and Social Security. There is a general opinion that retirees must receive from 60 to 80 percent of their pre-retirement income from the above noted income sources in order to maintain an adequate standard of living (Doering et al., 1983).

As workers age and near the end of their work careers, many factors influence the decision to retire earlier or later than anticipated. These demographic factors leading to a lower preference for, or later retirement include; feeling younger, having more dependents, having a high-level or more desirable occupation, being self employed, and a lower desire for leisure (Doering et al., 1983).

There is evidence that the older one is, the later one prefers to retire (Eden and Jacobson, 1976). Research suggests that simply feeling younger may reduce the desire for retirement (Eden and Jacobson, 1976). There is an inverse relationship between the number of dependents and retirement; that is the larger the number of dependents, the lower the retirement intention (Barfield and Morgan, 1970; Parnes and Nestel, 1975; Quinn, 1977). A higher level of education was related to planning to retire or actually retiring later (Barfield and Morgan, 1970; Schmitt and McCune, 1981). The evidence for the relationship between marital status and retirement is mixed (Doering et al., 1983).

With respect to occupation, having a higher level civil service position (Schmitt and McCune, 1981), along with being a professional employee were found to be related to later retirement. Among British factory workers, the more rigidly fixed the work pattern, the greater the willingness to retire (Jacobson, 1972). These findings provide some support for those in higher and more desirable occupations preferring later retirement (Doering et al., 1983). Doering et al. (1983) report that there is strong evidence of an association between expected pensions, social security income, and net assets being related to earlier retirement. Parnes and Nestel (1975) in a longitudinal study found that individuals with \$25,000 or more in assets, were more likely to retire.

The evidence that poor health is related to retirement is relatively strong (Parnes and Nestel, 1975, 1981; Quinn, 1981). Retirement is positively associated with poor health status. Quinn (1981) postulates that health and retirement income are the most important factors in the decision to retire. However the nature of the job and the conditions under which the work is performed do influence the retirement decision, especially among those with health limitations.

Quinn (1981) defined stress, strength (involving heavy work), physical (climbing, balancing, kneeling, crawling, and stooping), and bad working conditions (extreme heat and cold, wet or humid conditions, noise, dust, poor ventilation, etc.) as attributes judged to be unfavorable, thus are associated with increased labor force withdrawal.

Organizational factors that have been studied relative to retirement include; the amount of work, co-workers, job strain, job tension/stress, and extrinsic rewards (pay) (Doering et al. 1983). Barfield and Morgan (1970) found that the amount of work performed was positively related to the retirement decision. Variables such as the nature of the work itself, job commitment and job satisfaction are potential important moderators of this relationship and are discussed in greater detail in section 2.4.

Co-worker relations were not significantly related to the desire to retire in two studies on male factory workers (Jacobson, 1974; Eden and Jacobson, 1976). However female factory workers whose real friends were workmates, were more reluctant to retire than when friends were outside the worksite (Jacobson, 1974).

In regard to job strain, there is evidence suggesting a positive relationship between job strain and a greater willingness to retire (Jacobson, 1972b). For job stress and tension, two studies found that subjects with more job tension and stress expressed a greater preference for retirement (Eden and Jacobson, 1976; Jacobson and Eran, 1980).

In studies examining pay/extrinsic rewards, greater earnings were associated with later probability of retirement (Barfield and Morgan, 1978; Parnes and Nestel, 1981). It appears greater earnings is strongly associated with later retirement. Doering et al. (1983) summarize the numerous retirement studies by stating the factors for which the evidence was strongest for explaining an employees willingness to continue working or to retire. These factors were financial status, as represented by expected pensions, social security income, and net assets; education, and job satisfaction. For education and job satisfaction, the higher the amount, the lower the likelihood that the employee preferred retirement or actually retired. For financial status, those with higher status were more likely to retire early. There is also consistent evidence that poor health and lower pay were related to earlier retirement. Employees with the desire for leisure, greater growth needs, and lower work commitment were more likely to retire.

When considering the retirement findings in general, retirement is most likely to occur to those employees whose work experience was less satisfactory. Factors potentially leading to early retirement include ; lower pay and job satisfaction, more job strain, tension , stress, health, and to a lesser extent, having a spouse. Health may be more of a factor, particularly in the lower occupations with less education (Jaffe,1972) because this is where more health risks are expected.

Section 2.4: Job Attitudes

In this section the relationship between age and work attitudes are presented. Doering et al. (1983) defined values as "representing a person's idea as to what is right, good, or desirable". Values therefore help to explain the attitudes that individuals hold concerning their jobs. It has been demonstrated that older workers place less emphasis on extrinsic rewards such as money than younger workers, while older employees value the importance of friends, and place increased emphasis on quality of work produced (Cherrington, 1979). Older workers participate in the labor force in large part based on need satisfaction. As individuals grow older, the importance of security, esteem, and affiliation increase while self-actualization decrease (Doering et al.,1983). Job satisfaction and organizational commitment are the specific work attitudes that this research will examine. Job satisfaction is a positive or pleasurable emotional state resulting from one's job or job experience (Locke, 1976). Doering et al. (1983) provide a well organized perspective with regard to satisfaction and the older worker. The following in large measure reflects this perspective.

There are three major causal models of job satisfaction which specify that an individuals satisfaction is dependent on an interaction between the person and the environment. McClelland et al. (1953) states that job satisfaction is a function of the discrepancy between what an individual expects from his or her work environment, and what he or she attains. According to Porter (1962) in a second theory, need fulfillment is the key determinant of job satisfaction; namely job satisfaction results from the fulfilment of an individuals needs. Finally it has been argued that it is not the discrepancy between what a person attains and what the person needs or expects that influences job satisfaction, but rather the discrepancy between what the person values or wants (Doering et al.,1983).

Measures of job satisfaction will be discussed in two ways; 1. overall (global) satisfaction and 2. job satisfaction in relation to job facets. These facets will include; work itself, promotion, pay, benefits, recognition, satisfaction with supervision and co-workers and working conditions. Employees who express high overall job satisfaction are less likely to leave the job (Porter and Steers, 1973; Mobley, 1979). While the theory that satisfaction causes performance is unsubstantiated, satisfaction may contribute to productivity in the following ways: A company with satisfied employees becomes known as a good place to work, hence job applicants will be attracted to the organization. Therefore the organization will be able to select highly qualified personnel (Quinn, Stains, McCulloch, 1974). Doering et al. (1983) state that satisfaction may improve group or organizational productivity through teamwork and communication.

There is overwhelming empirical support that overall job satisfaction is positively associated with age (Doering et al., Table A-3 pp 210-222, 1983). Siassi, Crocetti, and Spiro (1975), in a sample of 558 blue collar workers, reported that workers over 40 years old had higher levels of job satisfaction than those under 40 regardless of tenure on the job. Near, Rice, and Hunt (1978) looked at the relationship between age, occupational level, and overall satisfaction. Analyses of the data indicated that occupational level and age were the strongest predictors of job satisfaction. In a study looking at job satisfaction of hospital food service directors, age was found to be a significant predictor of overall job satisfaction (McNeil, Yaden, and Yaden, 1981).

Walsh (1983) demonstrated that older employees working in a foodservice setting were significantly more satisfied in both extrinsic and intrinsic satisfaction measures. Doering et al. (1983) state there is strong evidence supporting both a positive association between age and overall job satisfaction and satisfaction with work itself. These relationships are found in both bivariate and multi-variate studies. Studies show there are no age-related differences in satisfaction with pay, promotions, supervision and co-workers; therefore it appears that the overall increase in job satisfaction associated with age is in large part a reflection of the increase in satisfaction with the nature of the job (Doering et al., 1983). However, this view has mixed support. Schwab and Heneman (1977a) reported a positive association between age and intrinsic satisfaction in blue collar workers, while extrinsic satisfaction was non-significant. Arvey and Dewhirst (1979) in a sample of scientists and engineers report exactly opposite results. Finally Andrisani, Appelbaum, Koppel, and Miljus (1978) reported that workers who were more satisfied with their jobs were most likely to report intrinsic rewards versus extrinsic rewards as their most preferred job aspect.

In summary, older workers have consistently expressed greater overall satisfaction than younger workers. There is some indication that satisfaction with work itself (intrinsic), demonstrably higher for older employees, is the major influence on the higher levels of expressed job satisfaction (Doering et al., 1983). There are no consistent differences found between older and younger workers with regard to satisfaction with pay, promotion, supervision, and co-workers (Doering et al., 1983).

The Relationship Between Satisfaction and Turnover/Retirement

Employee turnover may have potentially detrimental consequences to an organization. Costs of turnover include those associated with the recruitment, replacement, and training of personnel (Mirvis and Lawler, 1977). Additionally, work quality and quantity may suffer if there are large numbers of inexperienced workers on the job as a result of high turnover (Doering et al., 1983). Twenty-five of 31 bivariate analyses reviewed by Rhodes (1983) reported the existence of a negative relationship between age and turnover. Organizational commitment, job satisfaction, the probability of finding an acceptable alternative, intention to search, and thinking of quitting were among the intervening variables between age and turnover (Rhodes, 1983).

Vroom (1964) reported a consistent negative relationship between job satisfaction and the propensity to leave an organization. Vroom interpreted the findings concerning job satisfaction and turnover as being related to the expectancy/valence theory of motivation. In essence, employees who are highly attracted to their jobs are subject to motivational forces to remain in them, resulting in increased tenure.

Overall job satisfaction, along with satisfaction with different job components are legitimate workplace concerns because of the consequences of satisfaction and dissatisfaction. Major studies have demonstrated that workers who express high overall job satisfaction are less likely to leave the organization (turnover) than those expressing low satisfaction (Mobley et al., 1979; Porter and Steers, 1973; Steers and Rhodes, 1978).

Mobley et al.'s (1978) conceptual model has great utility for explaining the relationship between age and turnover. According to the model, older, longer-tenured workers are less likely to leave the organization due to the fact they are more satisfied with their jobs, and they believe there is a low probability of finding an acceptable alternative. Mobley et al. (1978) examined the precursors of hospital employee turnover, and found significant relationships between job satisfaction and the thought of quitting, but not actual turnover. Mobley (1977) et al. suggested that one of the primary consequences of job dissatisfaction is to stimulate thoughts of quitting (intention to quit). Mobley et al. (1978) evaluating a heuristic model of employee turnover, surveyed 203 hospital employees. Their questionnaire included measures of general and facet job satisfaction, thoughts about quitting, the intention to quit, and the perceived probability of finding another job. Thinking of quitting was measured on a 5-point, verbally anchored scale from very unlikely (1) to certain (5). Results from the Mobley et al. (1978) study indicate that "intention to quit" exhibited the only significant coefficient for thinking of quitting, but exhibited no

significant direct effect on turnover. Mobley et al. (1978) state that an understanding of the psychology of the withdrawal process must consider cognitive and behavioral phenomena in addition to the affective experience of job satisfaction. The authors further state that research designs which assess the possible interrelations among satisfaction, commitment, intention (to quit), and turnover would appear to be particularly useful.

Schmitt and McCune (1982) examined the relationship between job attitudes and the decision to retire in 530 state civil service employees. The results of their statistical analysis indicated that job attitudes and financial variables contributed significantly to the prediction of retirement status. Health was not a statistically significant factor. Employees in low-level, less satisfying jobs will retire if their financial situation allows. There is consistent support for the relationship between job dissatisfaction and preference for, or actual retirement (Barfield and Morgan, 1970; Eden and Jacobson, 1976; Parnes and Nestel, 1975; Jacobson and Eran, 1980). Schmitt and McCune (1981) found that other factors combined with satisfaction (including feedback from others, and job involvement), added meaningfully to the prediction of retirement, even when entered into the discriminant analysis following demographic, health and financial variables (Doering et al., 1983). Work commitment was significantly related to retirement. The greater the commitment, the less likely men in the sample retired (Parnes and Nestel, 1975).

Hulin (1965) investigated the impact of job satisfaction on turnover among female clerical workers. Using the Job Descriptive Index, Hulin found significant satisfaction score differences between workers who remained in the job and employees who left. These findings raised questions as to the possibility of reducing this turnover by increasing a worker's level of satisfaction on the job.

* Older workers are less likely than younger workers to leave an organization. Evidence suggests that higher overall job satisfaction and a lower estimate of the probability of finding an acceptable alternative account for these findings (Doering et al., 1983). The role of overall satisfaction is therefore important but it gives little direction as to the precursors of satisfaction/dissatisfaction. In addition, it does not specify the roots of dissatisfaction that must be changed in an effort to reduce the turnover. The Minnesota Satisfaction Questionnaire looks more closely at the various factors of the work situation as they potentially relate to the propensity to withdraw.

The Minnesota Satisfaction Questionnaire (MSQ)

The theory behind the MSQ is based on the construct that each person seeks to achieve and maintain correspondence with his or her environment. Correspondence with the environment at work can be described in terms of the individual fulfilling the requirements of his or her environment (satisfactoriness), and the work environment fulfilling the requirements of the individual (satisfaction) (Weiss et al., 1976).

The MSQ consists of 100 items designed to assess satisfaction with 20 separate aspects of the work environment (called work reinforcers) that pertain to 20 psychological needs. These 20 needs are; ability utilization, achievement, activity, advancement, authority, company policies and practices, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social service, social status, supervision - human relations, supervision - technical, variety, and working conditions. The respondent rates each item on a 5 point scale ranging from "Not Satisfied" (the aspect is much lower than expected) to "Extremely Satisfied" (the aspect is much better than expected). The MSQ reports reliability and validity data indicating that the instrument is appropriate for use in both research and practice (Dawis and Lofquist, 1984).

The MSQ measures intrinsic, extrinsic and overall (general) satisfaction. A twenty item short form of the MSQ is also available. Weiss et al. (1967) report Hoyt internal reliability coefficients for the 20 item MSQ as follows: Intrinsic Satisfaction, median 0.86, range 0.84 to 0.91; Extrinsic Satisfaction, median 0.80, range 0.77 to 0.82; and General Satisfaction, median 0.90, range 0.87 to 0.92. Test - retest reliability was reported as 0.89 after one week, and 0.70 across one year. The MSQ appears to yield a sound measure of overall job satisfaction (Cook et al., 1976).

Walsh (1982) administered the MSQ to workers employed at university foodservice operations in the midwest. The MSQ was used to measure intrinsic job satisfaction, extrinsic job satisfaction, and overall (general) satisfaction. Walsh demonstrated that MSQ mean score differences were significant for intrinsic satisfaction only, with the smallest food service recording the highest, and the largest food service operation recording the lowest intrinsic satisfaction scores. Walsh states that these findings are generally consistent with other research and understandable considering that the individual working in a small organization will frequently enjoy greater variety, independence, responsibility, and opportunity for creativity and utilization of one's abilities.

Walsh (1982) reported that the satisfaction levels of college graduates were considerably less than those with less than a college degree. Job level provided the greatest mean score differences on all satisfaction measures. Extrinsic factors were more important to individuals near the bottom of the hierarchy and intrinsic factors were more important to those at higher levels. Walsh found significant MSQ mean score differences for tenure in the occupation with respect to intrinsic and general satisfaction measures only. Employees with ten or more years in food service show the greatest intrinsic satisfaction. Many of these employees were females, older and tended to occupy many of the higher level positions. Female foodservice employees were * significantly more satisfied than male workers on all three satisfaction measures. It was observed that females occupied a greater proportion of production and service positions which also include more above-entry positions. On the other hand, male workers were employed in the warewashing and storekeeping positions which some believe consist of less desirable tasks, less opportunities for creativity, and activities removed from the final product and the customers (Walsh, 1982). Schwab and Heneman (1977) utilized the 20 item scale of the MSQ to study 350 workers employed at a consumer goods firm. Results of the study indicated that the relationship between age and satisfaction with extrinsic dimensions were not significant for either males or females. It is hypothesized that there are consistent, positive age-satisfaction relationships only in terms of intrinsic aspects of work. Intrinsic outcomes are thought to be internally administered. Thus, if increasing age generally is associated with greater adjustment to structured activity such as work, one might expect consistent positive relationships between satisfaction with intrinsic outcomes and age. Alternately, extrinsic outcomes are under the control of the employing organization, and therefore will vary from one organization to another. As a consequence, there may be no particular reason to expect that satisfaction with extrinsic outcomes and the variable, age, will be related in a consistent fashion across organizations (Schwab and Heneman, 1977).

Organizational Commitment

The concept of organizational commitment relates to the relative strength of an individual's identification with and involvement in an organization (Doering et al., 1983). According to Porter et al. (1974), a highly committed member of an organization has a strong belief in and acceptance of the organization's goals and values, is willing to exert effort on behalf of the organization, and has a strong desire to remain in the organization.

Commitment by employees is important to the organization for the following reasons. First, commitment is a better predictor of turnover than is job satisfaction (Koch and Steers, 1978; Mowday et al., 1979; Porter et al., 1974). Second, several studies indicate that highly committed employees may perform better than less committed ones (Mowday et al., 1979; Porter et al., 1974; Steers, 1977). Rhodes (1983) reports the results of 17 bivariate analyses which have found older workers to be more committed to the organization than younger workers.

Steers (1977) states that a common theme that runs through commitment studies is the notion of exchange theory (Hrebniak and Alutto, 1972). Individuals come to organizations with certain needs, desires, skills, and expect to find a work environment where they can utilize their abilities and satisfy many of their basic needs. When the organization provides such a vehicle, the likelihood of increasing commitment is apparently enhanced. When the organization is not dependable, however, or where it fails to provide employees with challenging and meaningful tasks, commitment levels tend to diminish (Steers, 1977). Bateman and Strasser (1981) used a longitudinal study to assess organizational commitment of 129 nursing employees. Organizational commitment was found to be antecedent to job satisfaction rather than an outcome of it. The authors state that perhaps employees become committed to the organization before attitudes of satisfaction can meaningfully emerge. The authors state that if further research can reveal aspects of commitment that the organization can influence directly, positive behavioral consequences, including increased employee satisfaction may result.

The Organizational Commitment Questionnaire (OCQ)

The OCQ developed by Mowday et al. (1979) was utilized in this research. For purposes of instrument development, the authors define organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization. It is characterized by at least three related factors: 1) a strong belief in and acceptance of the

organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization. As an attitude, commitment differs from the concept of job satisfaction in several ways. Commitment is more global, reflecting a general affective response to either one's job or to certain aspects of one's job. Therefore, commitment emphasizes attachment to the organization, while satisfaction emphasizes the specific task environment where an employee performs his or her duties (Mowday et al., 1979).

In developing the OCQ instrument, 15 items were identified that embraced the three aspects of the definition of commitment stated above (Mowday et al., 1979). The response format utilized a 7 point Likert scale. Results are summed and divided by 15 to arrive at a summary indication of employee commitment (Appendix A). Several items were negatively phrased and reverse scored in an effort to reduce response bias. A validation strategy was devised utilizing multiple and diverse samples to examine the psychometric properties of the OCQ. Validity and reliability data for various types of employees in different environments (including hospital service employees) were determined which bear out the strength of the instrument. Strong evidence was demonstrated for both the internal consistency and test - retest reliability of the OCQ. Evidence also is presented for acceptable levels of convergent, discriminant, and predictive validity (Mowday et al., 1979).

OCQ Predictive Validity For Turnover

Evidence for the predictive validity of the OCQ was demonstrated by consistent relationships in the predicted direction between commitment and measures of employee turnover, absenteeism, tenure in the organization, and performance on the job. The theory underlying the commitment construct suggests that highly committed employees will be less likely to leave their jobs (Mowday et al., 1979), and hence evidence for a consistent inverse commitment-turnover relationship emerges (Porter and Steers, 1973). The predictive power of the OCQ vis-a-vis subsequent job turnover has been supported by five studies (Mowday, unpublished; Steers, 1977; Porter et al., 1974; Steers et al., 1977; Porter et al., 1976).

The preceding studies examined the predictive value of the OCQ. In the studies, the theory underlying the commitment construct suggests that highly committed employees will be less likely to leave their jobs (turnover).

Subjects in an unpublished study (Mowday et al., 1979) employed in six governmental agencies were given the OCQ. Agencies participating in the study included hospitals and social services. Another study used a sample of 119 scientists and engineers employed by a major independent research laboratory. A variety of technical and administrative personnel were sampled (Steers, 1977). A study conducted by Steers (1977) examined 382 employees in a large midwestern hospital. Employees in this study work in a variety of positions including: service work; clerical; nursing; and administration. Porter et al. (1974) administered the OCQ to two classes of psychiatric technicians who worked in a major west coast hospital for the mentally retarded. A longitudinal study of management trainees in a large national retail sales organization was conducted by Porter et al. (1976). The predictive power of the OCQ demonstrated significant correlations between commitment and turnover in the 5 studies above.

Bluedorn (1982) did not find a significant direct relationship between age and turnover intention. However, he did report a significant indirect effect through job satisfaction and organizational commitment. Hence evidence suggests that older workers are less likely to have an intention of leaving the organization than are younger workers (Rhodes, 1983).

Strong support was found for the proposition that commitment is associated with increases in an employee's decision and intent to remain with an organization, and therefore is inversely related to turnover (Steers, 1977). This finding is supported by divergent samples (Koch and Steers, 1976; Porter et al., 1974) and suggests that one of the most significant outcomes of increased commitment is a more stable labor force (Steers, 1977).

Summary of the Review of Literature

In summary, demographic statistics clearly show that growth of the middle-age and older workforce will be the most important labor force development over the next two decades. Human resource managers will need information on the older worker to effectively integrate them into the fabric of the foodservice setting. This research provides information on work attitudes, work schedule preferences, physical and psychological characteristics, and turnover/retirement intentions of older workers in the institutional foodservice industry. Additionally, demographic shifts may create a labor shortage in the foodservice industry in the years ahead. As the number of younger workers sharply decline, older workers may come to the forefront as a viable labor force. This research may help guide managers in the development and implementation of an integrated set of human resource policies for an aging workforce.

Chapter 3

METHODOLOGY

A developing foodservice labor shortage in some geographical areas has potential for retarding the long-term growth of the foodservice industry. However, recruitment and retention of older workers could be a major factor in controlling this problem. If older workers are to serve this purpose effectively, foodservice managers will need to know what job conditions influence older workers' decisions to accept jobs, change jobs, and retire prematurely. Therefore the major purpose of this study is to obtain information from current older foodservice workers to permit the determination of how various aspects of their jobs affect job satisfaction and commitment, and thus intention to remain on the job.

Supportive Issues of Methodology

The Minnesota Satisfaction Questionnaire (MSQ) is an outgrowth of the work adjustment project at the Industrial Relations Center at the University of Minnesota. Based on Weiss et al.'s (1967) research, it has been demonstrated that satisfaction is a measurable indicator of work adjustment. The MSQ is a primary indicator of work adjustment. The MSQ instrument makes it feasible to obtain an individualized picture of worker satisfaction. This individualized measurement is useful because two individuals may express the same amount of general satisfaction with their work but for entirely different reasons. For example, one individual may be satisfied with his/her work because it allows him/her to satisfy needs for independence and security. Another employee who is equally satisfied with work is able to satisfy needs for creativity, ability utilization, and achievement for example (Weiss et al. ,1967). The MSQ measures satisfaction with several different aspects of the work environment, takes a relatively short time to administer, is easy to read, and meets accepted standards for reliability and validity.

The survey method was chosen for this research due to the fact the MSQ questionnaire makes it feasible to obtain an individualized picture of worker satisfaction. In addition, survey research methodology allowed the researcher to assess a large number of older workers in a short period of time.

In previous studies, Hoyt reliability coefficients for the 20 question MSQ demonstrates internal consistency of the survey. In general, the reliability coefficients obtained are high for the MSQ. For the intrinsic satisfaction scale, the coefficients ranged from .84 to .91. For the extrinsic satisfaction scale, the coefficients ranged from .77 to .82. On the general satisfaction scale the coefficients ranged from .87 to .92. Median reliability coefficients were .86 for intrinsic satisfaction, .80 for extrinsic satisfaction, and .90 for general satisfaction (Weiss et al., 1967). Since the short-form of the MSQ is based on a subset of the long-form items, validity for the short-form may in part be inferred from validity for the long-form. Analysis of the MSQ data has yielded good evidence of construct validity (Weiss et al., 1967). Scale intercorrelations for the MSQ indicate high coefficients for correlations between the intrinsic, extrinsic, and general satisfaction.

Based on the work of Porter et al. (1974) the concept of organizational commitment relates to the relative strength of a worker's identification with and involvement in an organization. According to Porter et al. (1974), a highly committed worker has a strong belief in and acceptance of the organization's goals and values, is willing to exert effort on behalf of the organization, and has a strong desire to remain in the organization.

Having committed employees is important to the organization for the following reasons:

1. Studies by Mowday et al. (1979) and Steers (1977) indicate that organizational commitment is associated with lower absenteeism.
2. Commitment is a predictor of turnover (Koch and Steers, 1978, Mowday et al. , 1979, Porter et al., 1974).
3. Research suggests that highly committed employees may perform better than less committed employees (Mowday et al. 1979; Porter et al., 1974; Steers, 1977).

The Organizational Commitment Questionnaire (OCQ) as developed by Porter and his colleagues (1974) measures employee commitment to work organizations. Based on a series of studies among 2,563 employees in nine divergent organizations, satisfactory test-retest reliabilities and internal consistency reliabilities were found. In addition, cross-validated evidence of acceptable levels of predictive, convergent, and discriminating validity emerged for the instrument (Mowday et al., 1979).

General Hypotheses

Turnover via retirement (retirement intention) was a principal concern of this research due to the developing foodservice labor shortage with its potential for retarding long-term growth of the industry. Retirement intention will be presented as the dependent variable.

Predictors or independent variables hypothesized to influence retirement intention included the following:

1. Overall satisfaction (measured by the 20 variables of the MSQ).
2. Intrinsic satisfaction (measured by the 12 items of the MSQ).
3. Extrinsic satisfaction (measured by the 6 items MSQ).
4. Employee health status.
5. Organizational commitment.
6. The opportunity to work part-time.
7. Financial status of older workers.
8. Educational level of the older worker.
9. Job tenure.
10. Career tenure with current foodservice department.
11. Overall tenure in foodservices.
12. Age.
13. Employee perception of working conditions.
14. Perception of physical demands of the job.
15. Perception of stress demands of the job.
16. Perception of strength demands of the job.
17. Gender.
18. Marital status.
19. Communication of retirement options from management to employees.

Operational Hypotheses to be Tested in this Study

The research questions and the corresponding operational hypotheses studied are stated below. Finally the operational questions of the research instrument are stated.

Research Question 1:

Is turnover/retirement intention or desire to leave the job affected or predicted by job satisfaction (Job satisfaction includes the components; intrinsic, extrinsic, and overall job satisfaction)?

Hypothesis 1:

✓ Turnover/retirement intention is not significantly affected or predicted by job satisfaction.

Operational questions relating to research question 1 and research hypothesis 1:

The following operational questions addressed the dependent variable, turnover/retirement intention. The predictor (independent) variables were the intrinsic, extrinsic, and overall satisfaction score on the 20 questions of the MSQ.

Q-41. "I would never delay retirement"

1	2	3	4	5
DISAGREE	TEND TO DISAGREE	TEND TO AGREE	AGREE	NO OPINION
(D)	(TD)	(TA)	(A)	(NO)

Q-42. "I would delay retirement past the age that I now plan to retire if I could work part-time".

1	2	3	4	5
(D)	(TD)	(TA)	(A)	(NO)

Q-43. "I would delay retirement by working part-time only if I could maintain my present level of benefits (including health insurance).

1	2	3	4	5
(D)	(TD)	(TA)	(A)	(NO)

Q-44. "I would delay retirement past the age that I now plan to retire if my present job continues as is".

1	2	3	4	5
(D)	(TD)	(TA)	(A)	(NO)

Q-45. "I would delay retirement past the age that I now plan to retire if the job was made less stressful".

1	2	3	4	5
(D)	(TD)	(TA)	(A)	(NO)

Q-46. "Would you consider working part-time following retirement from your present job?"

1. Yes
2. No
3. Possibly

Research Question 2:

Is turnover/retirement intention or desire to leave the job affected or predicted by organizational commitment?

Hypothesis 2:

Turnover/ retirement intention or desire to leave the job is not significantly affected or predicted by organizational commitment.

Operational questions relating to reseach question 2 and research hypothesis 2:

The same operational questions dealing with retirement as outlined directly above addressed the dependent variable turnover/retirement. These were correlated with in the scores on the Organizational Commitment Questionnaire (independent variable).

Research Question 3:

Are such factors as perceived poor working conditions, physical demands of the job, strength demands of the job, job stress, financial status upon retirement, age, gender, income level, job title, supervisory responsibilities, marital status, number of years in foodservices, number of years employed by current institution, years in current position, communication of retirement options from management to employee, education, and personal health related to turnover/retirement intention or desire to delay retirement by working part-time?

Hypothesis 3:

Turnover/ retirement intention or desire to delay retirement by working part-time is not significantly affected or predicted by the above designated work variables inherent in foodservices as well as the personal variables listed above.

This hypothesis is further operationalized by the following hypotheses (note operational questions follow each hypotheses):

3.1. Turnover/ retirement intention is not significantly related to perceived poor working conditions.

Q-39. This next question deals with working conditions. Bad working conditions involve extreme heat or cold, wet or humid conditions, noise, and/or poor ventilation.

Respond to the following statement. "The working conditions in the foodservice department are good"

1	2	3	4	5
(D)	(TD)	(TA)	(A)	(NO)

3.2. Turnover/retirement intention is not significantly related to perceived high physical demands of the job.

Q-38. This question deals with the physical nature of the job. Physical is described as involving physical activities such as climbing, stooping, kneeling, crouching, handling, or reaching.

Respond to the following statement. "The physical demands of my job are reasonable".

1	2	3	4	5
(D)	(TD)	(TA)	(A)	(NO)

3.3. Turnover/retirement intention is not significantly related to perceived high levels of job stress.

Q-36. This question deals with your feelings involving job stress. Job stress here is defined as performing adequately under stress when confronted with the critical or unexpected.

Respond to the following statement. "On my present job, there is a tolerable level of stress".

1	2	3	4	5
(D)	(TD)	(TA)	(A)	(NO)

3.4. Turnover/retirement intention is not significantly related to financial status.

Q-50 Upon retirement my financial status will be secure"

1	2	3	4	5
(D)	(TD)	(TA)	(A)	(UNCERTAIN))

3.5. Turnover/retirement intention is not significantly related to educational level.

Q-65. What is the highest level of education that you have completed?

1. No formal education.
2. Less than high school.
3. Completed high school.
4. Some college.
5. College graduate (2 year degree)
6. College graduate (4 year degree or higher).

3.6. Turnover/retirement intention is not significantly related to perceived quality of personal health.

Q-40. How would you rate your health status?

1. Poor
2. Fair
3. Good
4. Excellent

3.7. Turnover/retirement intention is not significantly related to the perceived amount of physical strength involved in the job.

Q-37. In regard to the amount of strength involved in your job, which response below best describes your job?

Respond to the following statement below. "My job does not involve very heavy work."

- | | | | | |
|-----|------|------|-----|------|
| 1 | 2 | 3 | 4 | 5 |
| (D) | (TD) | (TA) | (A) | (NO) |

3.8. Turnover/retirement intention is not significantly related to the level of management responsibility the employee has on the job.

Q-63. In terms of management responsibilities, which response below best describes your current job?

1. Non-supervisory responsibilities.
2. Supervisory responsibilities.

3.9. Turnover/retirement is not significantly related to the employees job position within the foodservice department.

Q-66. Which response below best describes your current job title?

1. Production worker (i.e. cook, pre-preparation, salad room, etc).
2. Service worker (i.e. serve on cafeteria and/or tray line, etc).
3. Warewashing (dishwash, potwash, etc).
4. Storekeeping
5. Clerical, dietary aid, etc

3.10. Turnover/retirement is not significantly related to the employees current income .

Q-62. Overall, how well does your current income meet your needs?

1. Not at all well.
2. Only slightly well.
3. Moderately well.
4. Well.
5. Very well.

3.11. Turnover/retirement is not significantly related to the employees sex.

Q-58. Your sex (circle the number of your answer)?

1. Male
2. Female

3.12. Turnover/retirement intention is not significantly related to current marital status (Q-59).

3.13. Turnover/retirement intention is not significantly related to present age (Q-60).

3.14. Turnover/retirement intention is not significantly related to the institutions policy of informing employees of potential alternatives to retirement.

Q-53. Please respond to the following statement. "My employer actively lets me know of potential alternatives to retirement (i.e. part-time work, etc)?"

1	2	3	4	5
(D)	(TD)	(TA)	(A)	(I DO NOT KNOW)

3.15. Turnover/retirement intention is not significantly related to the employee's number of years employed in the foodservice department.

(Q-55).

3.16. Turnover/retirement intention is not significantly related to the number of years employee has worked in present position.

(Q-54)

3.17. Turnover/retirement intention is not significantly related to the number of years the employee has worked in foodservices over his/her lifetime.

(Q-56).

Description of Methods

Population and Sample

Nonmanagement level hospital and college/university foodservice workers age 55 and over were surveyed. Hospital employees were selected from corporate rosters provided by a major contract foodservice company. College and university employees were selected from the roster of the National Association of College and University Food Services (NACUFS). Distribution of industry employment indicates that out of 4.7 million foodservice employees in the U.S., approximately 223,000 workers are employed in institutional feeding (NRA, 1986). College/university and hospital foodservices comprise a significant portion of the institutional sector. Given that approximately 13% of the U.S. population is 55 and over (Doering, 1983), it is estimated that there are approximately 25,000 individuals 55 and over are employed in institutional foodservices.

In the data analysis it was important to collect data on the non-respondents to determine if their responses differed from the sample respondents. This is discussed in chapter 4.

Instrumentation

In order to adequately answer the research questions, the instrument was designed to address all of the previously stated research questions. The survey instrument was comprised of six sections. The first section was the 20 question Minnesota Satisfaction Questionnaire. The second section consisted of the 15 question Organizational Commitment Questionnaire. The third section included questions on the work environment. The fourth section was composed of questions concerning retirement intentions. The fifth section included related questions on financial status, satisfaction, and tenure in the organization. The final section obtained demographic data. The questionnaire is presented in Appendix A.

Questionnaire Pretest

The pretest was conducted during the month of March 1986. The questionnaire was evaluated in three stages. Initially colleagues in the hotel, restaurant, and institutional management (HRIM) profession, as well as Y.P.I. and S.U. faculty in non-HRIM departments evaluated the integrity of the questions, to assure that they meet the study objectives. The second group of evaluators included potential users of the survey data (specifically the foodservice institutions). The third stage of the evaluation process was the actual pilot of older foodservice workers employed in hospital and college/university foodservices.

The initial pilot surveyed foodservice employees (n=6) working in a hospital located in the New River Valley. Following administration of the questionnaire, the instrument was evaluated for clarity and ease of administration. The researcher met with individuals following the administration of the instrument to ascertain their attitudes and comments regarding the survey. Following contact with pilot respondents, the instrument underwent necessary adjustments and modifications. The modified survey was then administered to older workers (n=6) employed at a university. Following administration, a similar modification/adjustment process transpired. Finally a third pilot sampled older hospital employees (n=6). The final pilot was mailed to a hospital foodservice director in Roanoke, Va. for administration to the older workers. The above process tested the instrument to eliminate questionnaire ambiguities. Preliminary statistics were run on the pilot questionnaires. The pretest questionnaire cover letter is provided in the Appendices.

Data Collection

An identification number for each facility was stamped on the front of each questionnaire. The number was placed in the upper right hand corner of the cover page (to be visible). The code number was logged into a notebook next to each facility sampled. A preaddressed bulk postage paid return envelope was used (i.e. business reply envelopes preprinted with the division of HRIM letterhead address).

Receipt control was handled as follows: When the survey returns came in, the business reply

envelopes were opened immediately by the researcher. The questionnaires were scrutinized to determine the extent to which there were appropriate responses to all questions and missing data. All questionnaires were logged in by code number and date. This facilitated followup to nonrespondents.

Mailing of the Questionnaires

In May 1986 the first mailing was sent to 31 member schools of the National Association of College and University Food Services (NACUFS). Questionnaires were mailed in bulk to foodservice directors with a postage paid return envelope. Directions for administration of the questionnaires to older employees were included in a cover letter. The researcher contacted the directors by telephone one week prior to mailing the questionnaires to explain the content of the study. If questions or concerns surfaced in regard to survey administration, instructions to phone the researcher were explicitly given. When the mailed questionnaires arrived at the foodservice department, the foodservice director personally handed out the questionnaires to the older workers (55 years of age and over) at the facility. Older workers were instructed by the director to complete the surveys and return them to him/her when completed. Where necessary, the directors were instructed by the researcher to clarify questions on the part of the respondents.

In May 1986 a second mailing was made to 41 hospital foodservice departments contracted to the foodservice company. Similiar procedures as outlined above were prescribed to the foodservice directors. The one exception was that each foodservice director had to first obtain permission from the parent hospitals liaison. This is a contractor/contractee policy. The institutions surveyed were within a 500 mile radius of Virginia Tech.

Approximately one week after the initial mailing of the questionnaires, a follow-up phone call was placed to each foodservice department. The phone call encouraged the foodservice directors to have the surveys completed and returned as soon as possible. If the surveys had already been returned, appreciation was expressed for their follow through. The survey instrument and cover letters are presented in the Appendices.

Data Processing and Statistical Plan

Each question was coded so that it could be transferred to an opscan sheet for data input. Questionnaires were scanned for missing data. Those with more than five responses omitted were discarded.

Some variables were not ordinal. Therefore new or revised variables were formulated to permit intercorrelating the variables. Question 46 asked older workers if they would consider working part-time following retirement. The responses were 1 = yes, 2 = no, 3 = possibly, which were recoded 1 = yes, 2 = possibly, 3 = no. A dummy variable was created to represent each option of question 47 (0 = nonchoice of option, 1 = choice of option). Question 49 asked respondents to state why they would work part-time now as a transition to full retirement. Because of the small number of responses to some options of this question, the options "to reduce emotional stress", "to reduce physical stress" and "for health reasons" were grouped together to construct a response, physical reasons = 0. The responses "time for leisure activities" and "time for family activities" were grouped together as social reasons = 1

Question 57, "description of previous employment" was dropped because of a low response rate. For question 64 (race/ethnic group), only the categories, black = 1, and white = 2 were used in the statistical analysis due to the small number of responses for the other categories. Question 66 describes the employee's current job classification. Dummy variables were created for each option of this question, with the exception of "storekeeper", which due to the small number of responses, was merged with "clerical" in view of the record keeping nature of this job.

After the data were adjusted as described above, the variables were intercorrelated using the program, CORR (SAS, 1979). These coefficients were considered to be practically meaningful (individually) if they attained absolute values of .30 or above, with a probability level of .001 or less. This decision was made arbitrarily since a correlation coefficient with an absolute value below .30 accounts for less than 9% of the variance of the criterion and therefore has very little impact. Concurrently, the probability level was set at .001 to reduce the chance of spurious conclusions. However, as will be discussed in Chapter 4, some lower correlations were found to be statistically useful in multiple regression analyses.

Questions 41 through 46 addressed retirement intention. These variables represented the main dependent variables of the research and were meaningfully intercorrelated. Therefore, the Comprehensive Questionnaire Analysis Program (Frary, 1983) was used to obtain a single variable representing retirement intention. This variable (retirement intention) was derived by adding the responses from questions 41 to 46 (questions 41 and 46 were reverse scored). In order to account for missing data in this process, the sum of those answered, was multiplied by the fraction, $6 / (\text{the number answered})$. The resulting mean, standard deviation, and alpha coefficient were respectively, 15.91, 5.00, and 0.80 (N=243). This variable was correlated with all other (ordinal) variables of the study.

Summary

This chapter presented the methodology as related to the primary purpose of the study which was to determine the relationship between the variables, work satisfaction, organizational commitment and turnover/retirement intention. In addition, other variables thought to affect turnover/retirement intention and the desire to delay retirement by working part-time were also described. The population and sample were identified. The pilot study, survey administration, and data collection plan were presented. The questionnaire developed for the survey was divided into 6 areas: The MSQ, the OCQ, environmental information, retirement information, financial and personal information, and demographic information. The final section of chapter 3 presented the plan for statistical analysis.

Chapter 4

RESULTS AND DISCUSSION

The purpose of this chapter is to present detailed results of the survey data. These results are organized into sections. The first section will examine frequency data. This section is further divided into subsections. Subsection 1 will look at demographic information. Subsection 2 will present frequency data from the Minnesota Satisfaction Questionnaire (MSQ). Subsection 3 will examine the Organizational Commitment Questionnaire (OCQ). Subsection 4 will look at employee attitudes towards their present work environment. Subsection 5 will evaluate participant responses to statements under which they would delay retirement past the age they now plan to retire. Subsection 6 will discuss related questions with respect to retirement planning, perceived health status, years employed in present position, years employed by present food service department, years employed in food services over their working lifetime, and whether or not they would encourage their children or other young children to enter similar positions such as they are now in.

Section 2 will present correlation data in regard to specific research questions and stated hypotheses. Section 3 will look at the regression models in relation to the questionnaire data.

Response Rate

A total of 400 questionnaires were mailed out. Two-hundred forty-three usable responses (61%) were received. Those classified as unusable were those received from part-time employees, employees under 55 years old, and surveys which were not completed properly.

Profile of the Respondents

Questionnaires were mailed to 31 colleges and universities. Twenty-one colleges and universities responded (68% response rate). This represented 174 survey respondents. In the second mailing, questionnaires were mailed to 45 hospitals. Nineteen hospitals responded (46% response rate). Four of the 45 hospitals were classified as non-participants due to the contractor's refusal to participate. There were 69 respondents from the 19 hospitals.

The mean size of the university enrollment among college/university respondents was 10,691 students (S.D. = 9,199). The mean size for the number of beds among the hospital respondents was 258 beds (S.D. = 239).

No meaningful differences were noted between responses from the colleges/universities and the hospitals. Therefore the responses were grouped together in analyzing the data.

Profile of Non-respondents

In June 1986, the researcher attempted to followup with nonrespondents to determine if their responses differed from the survey respondents. A group of eight nonrespondent foodservice departments were randomly selected and an attempt was made to contact them. Of this group, four facilities (two university and two hospital foodservice departments) were contacted and eight older workers were read the questionnaire over the telephone and asked to respond. Enrollments for the two universities selected were 14,000 and 5,000 students respectively. The number of beds in the two hospitals selected for the followup were 500 and 150 respectively. Therefore the facility sizes are generally representative of the those surveyed in this study.

Means and standard deviations for the MSQ and OCQ obtained from the nonrespondents were computed. Means and (standard deviations) for overall satisfaction, intrinsic satisfaction, extrinsic satisfaction, and organizational commitment are respectively; 78.6 (12.4), 46.8 (7.8), 20.3 (6.7) and 78.6 (16.1). These results are similiar to the means and standard deviations of the respondents. Due to the low power resulting from small sample size ($n=8$), no statistical tests were performed. However, there is no reason to believe that the nonrespondents were significantly different from the respondents.

Demographic Data

The survey population was comprised of older full time workers employed in college/university foodservices and hospital foodservices. Seventy-two percent of those surveyed were employed in college/university foodservices.

Only 15% percent of the survey participants were male. Nationally, the foodservice industry employs more women than men (NRA, 1986). Foodservice occupations which employ a greater proportion of women than men include counter workers (82% women) and kitchen and food preparation workers (76% women). Fifty-eight percent of the respondents were married. Data

on age groupings indicate that 53% were 55 to 59 years old; 39% were 60 to 65 years old; with 8% of the survey population being over 65. In regard to income level, 36% are earning less than \$10,000 per year, with 47% earning \$10,001 to \$15,000. Seventeen percent earned over \$15,000 per year. Sixty-nine percent of the older workers held nonsupervisory positions.

With respect to racial/ethnic identification, 30% were black (Negro), 68% white (Caucasian), and less than 2% were of any other racial classification. Forty-seven percent of the respondents had less than a high school education, with 53% having completed high school. Of high school graduates, approximately 11% had some college.

Current job classifications were divided into production worker, service worker, warewashing, storekeeping, and clerical/dietary aid. The percentages of employees falling into the above classifications are respectively; 38%, 38%, 6%, 2%, and 15%. The frequency data for all of the above variables are presented in Table 4.1.

Frequency data for the Minnesota Satisfaction Questionnaire (MSQ)

The twenty question format of the Minnesota Satisfaction Questionnaire was used. The respondents are presented with a series of statements regarding their job. They are asked to respond as to whether they are "very dissatisfied", "dissatisfied", "neither satisfied or dissatisfied", "satisfied", or "very satisfied" with an aspect of their job.

The mean response for the 20 question MSQ was 77.45 (S.D.=10.85). The 12 question intrinsic scale of the MSQ had a mean score of 48.65 (S.D.=5.91). The 6 question extrinsic scale of the MSQ had a mean score of 21.40 (S.D.=4.73). In general, the majority of survey participants are "satisfied" to "very satisfied" with the aspects of their jobs as presented to them by the MSQ. Table 4.2 presents each statement of the MSQ with the frequency response for each, as well as the mean score of each MSQ response for the 1 through 5 scale. Responses to MSQ statements which received noteworthy negative responses included the following. The statement "My pay and the amount of work I do" had the following responses; 31% were either "very dissatisfied", or "dissatisfied", 14% were "neither satisfied or dissatisfied", 54% were either "satisfied", or "very satisfied". In response to the MSQ statement "The chances for advancement on the job", 26% were either "very dissatisfied" or "dissatisfied", 25% were "neither satisfied or dissatisfied", and 47% were either "satisfied", or "very satisfied".

Table 4.1
Demographic Frequency Data for Older Foodservice Workers in Study

Sex	Male	Females			
Percent	15%	85%			
n=	36	200			
Marital Status	Married	Single			
Percent	58%	42%			
n=	136	100			
Age	55-59 years old	60-64 years old	Over 65 years old		
Percent	53%	39%	8%		
n=	124	90	19		
Yearly Income	< \$10,000	\$10,001-\$15000	>\$15,000		
Percent	36%	47%	17%		
n=	83	108	39		
Supervisory Responsibilities	Non-supervisory	Supervisory			
Percent	69%	31%			
n=	155	71			
Race	Black	White	Hispanic	Asian/other	
Percent	30 %	68%	<1%	< 1 %	
n=	70	157	2	2	
Education	< High school	Completed High school			
Percent	47%	53%			
n=	110	125			
Job Classification	Production	Service	Warewashing	Storekeeping	Clerical
Percent	38%	38%	6%	2%	15%
n=	88	88	18	4	36

Note: Percentage figures may not equal 100 percent due to rounding.

TABLE 4.2

Frequencies of Survey Participants Responses to the Minnesota Satisfaction Questionnaire

QUESTION:	RESPONSE										MEAN
	VERY DIS-SATISFIED		DISSATISFIED		N#		SATIS-FIED		VERY SATISFIED		
	n	%	n	%	n	%	n	%	n	%	
1. Being able to keep busy all the time	1	1	2	1	11	5	137	56	90	37	4.30
2. The chance to work alone on the job.	5	2	11	5	33	14	142	58	50	21	3.92
3. The chance to do different things from time to time.	4	2	6	2	18	10	140	58	74	30	4.13
4. The Chance to be "somebody" in the community.	5	2	7	3	49	20	113	47	64	26	3.94
5. The way my boss handles his/her workers.	14	6	18	7	32	13	113	47	65	27	3.81
6. The competence of my supervisor in making decisions.	7	3	17	7	30	12	134	55	54	22	3.87
7. Being able to do things that don't go against my conscience.	6	2	8	3	17	7	150	62	61	25	4.04
8. The way my job provides for steady employment.	7	3	6	2	11	5	93	38	126	52	4.34
9. The chance to do things for other people.	-	-	2	1	11	5	129	53	101	42	4.35
10. The chance to tell people what to do.	4	2	13	5	85	35	102	42	33	14	3.62
11. The chance to do something that makes use of my abilities.	6	2	6	2	13	5	128	53	88	36	4.19
12. The way company policies are put into practice.	16	7	34	14	50	21	103	42	40	16	3.48

Table 4.2 Continued
 Frequencies of Survey Participants Responses to the Minnesota Satisfaction Questionnaire

	RESPONSES										MEAN
	VERY DIS-SATISFIED		DISSATISFIED		N*		SATISFIED		VERY SATISFIED		
	n	%	n	%	n	%	n	%	n	%	
13. My pay and the amount of work I do.	23	9	54	22	34	14	97	40	34	14	3.27
14. The chances for advancement.	19	8	44	18	60	25	86	35	30	12	3.27
15. The freedom to use my own judgement.	10	4	23	9	26	11	123	51	59	24	3.82
16. The chance to try my own methods of doing the job.	7	3	18	7	28	12	134	55	43	23	3.88
17. The working Conditions.	7	3	30	12	26	11	131	54	47	19	3.75
18. The way my co-workers get along with each other.	13	5	32	13	29	12	117	48	51	21	3.67
19. The praise I get for doing a good job.	14	6	30	12	31	13	111	46	57	23	3.69
20. The feeling of accomplishment I get from the job.	4	2	11	5	15	6	135	56	78	32	4.12

*N denotes "I can't decide whether I am satisfied or not with this aspect of my job".

Frequency data for the Organizational Commitment Questionnaire (OCQ)

The OCQ utilizes a series of 15 statements that represent possible feelings that workers might have about the company or organization for which they work. The survey participants were asked the following: "With respect to your feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by circling one of the seven alternatives below each statement" Responses to each item statement are measured on a 7-point scale with scale anchor points labeled (1) strongly disagree, (2) moderately disagree, (3) slightly disagree, (4) neither disagree or agree, (5) slightly agree, (6) moderately agree, and (7) strongly agree. The statements provide a global measurement of organization commitment.

In general, the survey participants responded favorably to the statements, which suggests a positive level of commitment to the organization. The mean score for the 15 item scale was 80.49 (S.D.=13.32). Responses to the 15 statements of the OCQ are presented in Table 4.3.

Frequency Data to Questions Relating to the Respondents Work Environment

Questions 36 through 39 deal with the older worker's perception of the work environment in regard to stress, strength required, physical demands, and the working conditions of the job. Table 4.4 presents the work environment results.

Frequency Data of Older Worker Retirement Plans

Questions 41 through 50 deal with employee retirement plans. Survey participants were asked to respond to statements regarding delaying retirement past the age they now plan to retire. Responses to questions 41 to 45 are presented in table 4.5.

Question 46 and 47 are related to each other. Question 46 states "Would you consider working part-time following retirement from your present job? Fifty percent of the older workers

Table 4.3
Frequency Data for the Organizational Commitment Questionnaire (OCQ)

STATEMENT**	RESPONSE PERCENTAGE (%)							MEAN
	1*	2	3	4	5	6	7	
21. "I am willing to put in a great deal of effort beyond that normally expected".	2	1	1	4	9	28	55	6.22
22. "I talk up this organization to my friends as a great organization to work for".	2	2	2	11	14	37	32	5.69
23. "I feel little loyalty to this organization". (R)***	46	22	6	6	3	9	8	5.43
24. "I would accept almost any type of job assignment in order to keep working for this organization".	16	7	10	11	11	19	25	4.52
25. "I find my values and the organization's values are very similar"	4	4	7	14	18	34	19	5.14
26. "I am proud to tell others that I am a part of this organization".	1	1	2	6	8	32	50	6.15
27. "I could just as well be working for a different organization as long as the work was similar" (R)	20	9	8	14	13	21	15	3.84
28. "This organization really inspires the very best in me in the way of job performance"	6	3	2	7	12	32	36	5.59
29. "It would take very little change in my present circumstances to cause me to leave this organization". (R)	31	15	9	14	11	9	9	4.77

- *1=STRONGLY DISAGREE
- 2=MODERATELY DISAGREE
- 3=SLIGHTLY DISAGREE
- 4=NEITHER DISAGREE NOR AGREE
- 5=SLIGHTLY AGREE
- 6=MODERATELY AGREE
- 7=STRONGLY AGREE

N = 243 * (R) = Reverse scored

TABLE 4.3 (CONTINUED)
 Frequency Data for the Organizational Commitment Questionnaire (OCQ)

	RESPONSE PERCENTAGE (%)							MEAN
	1*	2	3	4	5	6	7	
30. "I am extremely glad that I chose this organization to work for over others I was considering at the time I joined".	2	2	1	11	11	23	49	5.93
31. "There's not too much to be gained by sticking with this organization indefinitely". (R)**	32	17	12	10	9	10	8	4.90
32. "Often I find it difficult to agree with this organization's policies on important matters relating to employees". (R)	17	14	12	17	14	12	12	4.18
33. "I really care about the fate of this organization".	1	-	1	6	8	21	62	6.31
34. "For me this is the best of all possible organizations for which to work".	5	2	5	13	13	28	34	5.50
35. "Deciding to work for this organization was a definite mistake on my part". (R)	71	9	6	6	6	2	2	6.29

- * 1 = STRONGLY DISAGREE
- 2 = MODERATELY DISAGREE
- 3 = SLIGHTLY DISAGREE
- 4 = NEITHER DISAGREE OR AGREE
- 5 = SLIGHTLY AGREE
- 6 = MODERATELY AGREE
- 7 = STRONGLY AGREE

** N=243

***(R) = Reverse scored

Table 4.4
Frequency Data Relating to the Work Environment (N=243)

STATEMENT	RESPONSE STATEMENT AND PERCENTAGES				
	DISAGREE	TEND TO DISAGREE	TEND TO AGREE	AGREE	NO OPINION
36. "On my present job, there is a tolerable level of stress".	12 %	11 %	28 %	41 %	8 %
37. "My job does not involve very heavy work".	20	12	15	46	6
38. "The physical demands of my job are reasonable".	4	8	22	59	6
39. "The working conditions in the foodservice department are good".	14	18	20	44	4

Table 4.5
 Frequency Data Regarding Older Worker Retirement Intentions (N=243)

STATEMENT	RESPONSE STATEMENT AND PERCENTAGE				
	DISAGREE	TEND TO DISAGREE	TEND TO AGREE	AGREE	NO OPINION
41. "I would never delay retirement".	23 %	14 %	13 %	30 %	20%
42. "I would delay retirement past the age that I now plan to retire if I could work part-time".	20	7	16	41	15
43. "I would delay retirement by working part-time only if I could maintain my present level of benefits".	15	3	13	53	15
44. "I would delay retirement past the age that I now plan to retire if my present job continues as is."	26	8	13	34	18
45. "I would delay retirement past the age that I now plan to retire if the job was made less stressful".	26	7	16	28	23

responded "Yes", 25% responded "Possibly", and 25% stated "No". Question 47 stated; "If you answered "yes" or "possibly" to question 46, what would be your preferred work schedule". Twenty-three percent stated they would prefer to "work daily less than 8 hours per day", 46% stated would prefer working "8 hours per day, less than 5 days per week", and 31% were "interested in seasonal employment (i.e. work part-year).

Question 48 asks , "Would you consider working part-time now as a transitional step between full retirement?". Thirty-six percent stated "yes", and 64% stated "no". Question 49 is related to question 48. Question 49 stated "If you answered "yes" to question 48, what is your main reason for part-time work? Thirteen percent stated "to reduce emotional stress", 12% stated "to reduce physical stress", 12% stated "for health reasons", 33% stated they wanted "time for leisure activities", 22% stated they wanted time for "time for family activities", and 8% for "other" reasons. In the correlation analysis section to follow, the first two variables were collapsed into physical reasons and the remaining reasons as social reasons.

Question 50 asked the survey participants to respond to the statement, "Upon retirement my financial status will be secure". Twenty-four percent either "disagree" or "tend to disagree" with the statement, 35 % either "tend to agree" or "agree", and 40% are "uncertain".

Frequency Data on Work Related Issues

Question 40 asked the older workers to respond to the question, "How would you rate your health status"? Less than 1 % stated their health was "poor", 25% stated their health was "fair", 50% rated their health as "good", and 24% rated their health status as "excellent".

Question 51 asked the global question: Overall, how satisfied are you with your job". Six percent stated they were either "very dissatisfied" or "dissatisfied", 94% stated they were either "satisfied", or "very satisfied" with their job.

Question 52 asked the question: "Would you encourage your children or other young children to enter the job you are now in?". Fifty-three percent responded; "yes", and 47% responded "no" to the question.

Question 53 asked the older worker to respond to the statement: "My employer actively lets me know of potential alternatives to retirement (ie, part-time work, etc.). Thirty-three percent either "disagree" or "tend to disagree", 37% either "tend to agree" or "agree", and 30% stated "I do not know".

Questions 54, 55, 56, and 57 deal with the older worker's length of employment. Question 54 asked the worker for the number of years employed in their "present" position. Thirty-four percent worked from 0 to 5 years, 21% responded 6 to 10 years, 21% responded from 11 to 15 years, and 24% were employed in their present position for 16 or more years. Question 55 asked for the number of years employed by the present foodservice department. Twenty-nine percent stated from 0 to 5 years, 19% , 6 to 10 years, 20% 11 to 15 years, and 32% were employed 16 or more years by their present foodservice department. Question 56 and 57 are related questions. Question 56 asked the workers the number of years employed in foodservices over their working lifetime (including their present and previous jobs). Ten percent stated from 0 to 5 years, 18% stated from 6 to 10 years, 17% stated from 11 to 15 years, and 55% stated they had worked over 16 years in foodservices. Question 57 asked workers if they had worked less than one year in food services, which best describes their previous place of employment. Less than 5% of the older workers had worked one year or less in foodservices.

Correlational Results

This section will examine correlations among the variables. For this research study a coefficient was considered meaningful if it was .30 or greater, and statistically significant to the .001 probability level (see p. 49).

The Organizational Commitment Questionnaire and The Minnesota Satisfaction Questionnaire

The OCQ had a mean response of 80.49 (SD=13.29) and a coefficient alpha of 0.81. The MSQ is composed of three scales; intrinsic satisfaction, extrinsic satisfaction, and overall (general) satisfaction. The 20 items of the MSQ represent overall (general) satisfaction. Out of the 20 question MSQ, 12 questions address intrinsic satisfaction, with 6 questions representing extrinsic satisfaction (Weiss et al., 1967). Responses on the MSQ were used to estimate internal consistency of all three scales. Table 4.6 presents means, standard deviations, alpha coefficients, and intercorrelations among the scales. The Spearman-Brown formula was applied to the 12-item intrinsic scale to proportionally obtain a coefficient alpha for internal consistency with the same number of items as the overall (20-question) scale. Similarly, the Spearman-Brown formula was applied to the 6-item extrinsic satisfaction scale. The Spearman-Brown formula yielded coefficient alphas of .93 and .89 for the extrinsic and intrinsic satisfaction scales lengthened to 20 items respectively, compared with .89 for the original 20-item overall MSQ scale. Thus, the six items of the MSQ representing extrinsic satisfaction, are more internally consistent than those of the original 20-item scale, and the internal consistency of the intrinsic scale is equal to that of the overall MSQ satisfaction scale (coefficient alpha =.89). Because of this result, only the extrinsic and intrinsic scales were used in the statistical analysis, due to the fact that the internal consistencies of these two scales are either greater than (extrinsic), or equal to (intrinsic) the internal consistency of overall satisfaction and are only moderately intercorrelated ($r = .64$).

Table 4.6
Means, Standard Deviations, Alpha Levels and Correlation Coefficients
for Overall, Extrinsic and Intrinsic Satisfaction (MSQ)

	MEAN	SD	Alpha	Correlation with:	
				Extrinsic	Intrinsic
Overall Satisfaction (MSQ)	77.45	10.85	.89	.89	.91
Extrinsic Satisfaction	21.40	4.73	.80	--	.64
Intrinsic Satisfaction	48.65	5.91	.83		--

Linkage Analysis and Subsidiary Results

A group of intercorrelated items may be said to measure an underlying trait or factor. To investigate the interrelationship among the responses, linkage analysis (McQuitty, 1961) was applied to the matrix of intercorrelations among the variables. A matrix for all variables that were correlated was first generated. All coefficients were inspected, and only those with absolute values above .30 were used in this analysis (see p. 49). The largest cluster of intercorrelations is shown in Figure 1. Table 4.7 defines the symbols representing the variables shown in Figure 1. In this figure, a dark line with an arrow indicates the strongest relationship of each variable to any other variable. The correlation coefficient is shown on the line. Lines without arrows indicate correlations with absolute values above .30.

In the following discussion, the symbols and numbers in parentheses indicate the variables of Figure 1 as defined in Table 4.7. As Figure 1 shows, extrinsic satisfaction (MSQ-E) is somewhat intercorrelated with intrinsic satisfaction (MSQ-I). Intrinsic satisfaction was also correlated with organizational commitment (OCQ) and physical demands (38) of the job. This suggests a substantial relationship between the intrinsic satisfaction of an employee, and the level of organizational commitment. Intrinsic satisfaction is described as satisfaction with work itself (includes satisfaction with achievement, creativity, responsibility, and security). In contrast, extrinsic satisfaction represents outcomes under the control of the organization. With respect to the physical demands of the job, the more reasonable the physical demands of the job are perceived, the higher the level of intrinsic satisfaction. This relationship was unexpected since one would expect physical demands to be correlated with extrinsic satisfaction rather than intrinsic. A reason for this is not apparent.

Extrinsic satisfaction (MSQ-E) was meaningfully correlated with working conditions (39), the recommending of one's job to family members or others (52), employer informs employee of retirement alternatives (53), and overall satisfaction with the job. (51). This indicates that the more favorable the rating of the working conditions, the higher the level of extrinsic satisfaction. This suggests that working conditions may affect extrinsic satisfaction.

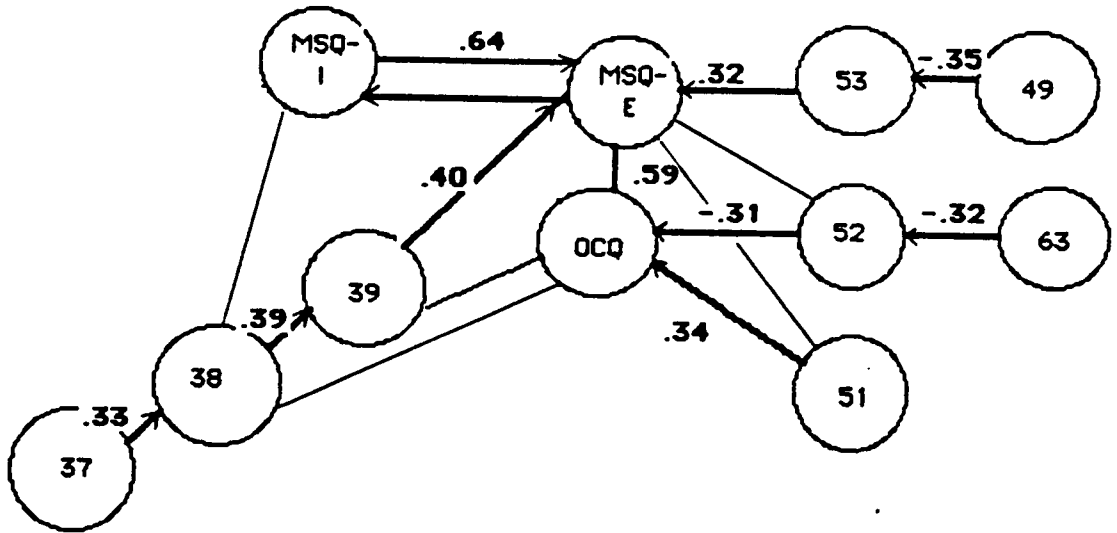


Figure 1
Largest Cluster of Variables as Determined by Linkage Analysis

Table 4.7
Symbols Representing Meaningful Correlations as Described in Figure 1

VARIABLE	SYMBOL (QUESTION NUMBER)
Strength demands of job	37
Physical demands of the job	38
Working conditions	39
Part-time as a transitional step to full retirement (social reasons)	49
Overall satisfaction (non-MSQ)	51
Recommend job to others	52
Employer communicates retirement alternatives to employees	53
Supervisory responsibilities	63
Minnesota Satisfaction Questionnaire-Extrinsic	MSQ-E
Minnesota Satisfaction Questionnaire-Intrinsic	MSQ-I
Organizational Commitment Questionnaire	OCQ

A negative correlation exists between extrinsic satisfaction (MSQ-E) and the recommending of one's job to family members or other individuals (52). Extrinsic factors include amount of pay, company policies, supervisor competence, and chances for advancement on the job. These extrinsic factors are under the control of management.

The positive correlation between extrinsic satisfaction and employers who inform their employees of alternatives to retirement (53) may indicate higher levels of communication generally exist between employer and employee. Overall satisfaction (51) is positively correlated with extrinsic satisfaction. Therefore the higher the level of extrinsic satisfaction the higher the overall satisfaction.

Organizational commitment (OCQ) was correlated with six variables. The strongest correlation was with extrinsic satisfaction (MSQ-E). This relationship suggests that organizational commitment (OCQ) is meaningfully related to extrinsic satisfaction (MSQ-E). Other meaningful correlations associated with organizational commitment were; intrinsic satisfaction (MSQ-I), physical demands of the job (38), working conditions (39), overall satisfaction (51), and the recommending of one's job to family and others (52). This indicates that workers who report the physical demands of the job as reasonable and the working conditions as favorable, demonstrate higher levels of organizational commitment. Both physical demands of the job and working conditions as perceived by older workers, are meaningful variables in influencing organizational commitment. There is a negative correlation between organizational commitment and the recommending of one's job to family and others.

Working conditions (39) were most strongly correlated with extrinsic satisfaction. This result may have been expected since working conditions are under the control of management. Working conditions (39) were also correlated with the variable, physical demands of the job (38). Accordingly, workers who report that the physical demands of the job are reasonable, will be more likely to indicate that the working conditions are good. Supervisory responsibilities (63) was negatively correlated with the recommending of one's job to family and others (52). This suggests that employees in non-supervisory positions may be less likely to recommend one's job to others. This relationship may be explained by the fact that individuals holding supervisory positions generally have increased benefits (ie, pay, vacation time, weekends off, etc.) and therefore would be in a more favorable position in the organization. The variable, employer communicates retirement alternatives to employees (53), was correlated ($r = -.35$) with the variable, desire to work part-time now as a transitional step between full retirement due to social

reasons (49). This suggests that the higher the level of retirement communication between employer and employee, the more likely older workers (expressing a desire for transitional part-time work) may select this option based on social reasons.

Retirement Intention Variables

The next largest cluster included the retirement intention variables which were therefore summed to constitute a single variable (see p. 49). However, none of the variables from the retirement intention cluster nor their sum correlated meaningfully with any other variable. One of the retirement intention variables was not substantially intercorrelated with other retirement intention variables. However, because it was consistently related, it was included in the summated scale. These intercorrelations are shown in Table 4.8.

Other Variables

The following discussion covers variables with meaningfully large intercorrelations, which were in neither of the clusters described above. Yearly gross income was correlated with three variables:

	<u>r</u>
Years in present position	.38
Years employed by present foodservice department	.31
Years employed in foodservices over lifetime	.31

These correlations simply indicate that as tenure increases, yearly gross income increases.

Health status was correlated with two variables. They were:

	<u>r</u>
Work part-time now a transitional step to full retirement (health reasons)	.32
Educational level	.35

The first relationship above suggests that employees who rate their health status at a lower

Table 4.8
Intercorrelations Between the Dependent Variables

	NDR	DRPT	DRB	DRJC	DRLS	PTFR
NDR	1.00	-.23	-.13	-.23	-.15	.27
DRPT		1.00	.70	.45	.47	-.50
DRB			1.00	.52	.50	-.53
DRJC				1.00	.50	-.41
DRLS					1.00	-.26
PTFR						1.00

Never delay retirement-NDR

Delay retirement if could work part-time-DRPT

Delay retirement if could maintain present benefits-DRB

Delay retirement if present job continues as is-DRJC

Delay retirement if job was made less stressful-DRLS

Work part-time following retirement-PTFR

level, may be more likely to consider accepting part-time employment as a transitional step between full retirement due to health reasons. The second indicates that individuals who report their health status to be at a higher level tend to have a higher level of education.

Research Hypotheses

1. Turnover/retirement intention (as denoted by the summated scale for retirement intention) is not significantly affected by job satisfaction.
2. Turnover/retirement intention (as denoted by the summated scale for retirement intention) is not significantly affected by organizational commitment.
3. Turnover/retirement intention (as denoted by the summated scale for retirement intention) is not significantly affected by perceived poor working conditions, physical demands of the job, job stress, age, financial status, gender, income level, job title, supervisory responsibilities, marital status, number of years in foodservices, number of years, employed by current institution, years in current position, educational level, and health status.

No Significant Correlations

No meaningful correlations were found between the independent variables, intrinsic and extrinsic satisfaction and organizational commitment and the dependent variable, turnover/retirement intention. In general, turnover/retirement intention of older foodservice workers in this study is not influenced by job satisfaction nor organizational commitment. In addition, the independent variables listed above do not correlate meaningfully ($|r| = .30$ or above) with any individual retirement intention variable.

The data from this study suggests that retirement intention is not influenced by those on-the-job, occupational factors included in this study. Chapter 5 (Conclusions) will discuss these on the job factors, as well as others not included in this study in greater depth. Of particular note,

neither job satisfaction nor organizational commitment meaningfully affects retirement intention of older foodservice workers. However, in the literature, satisfaction and commitment have been reported to affect turnover/retirement intention. Factors external to the work environment may play a role in the turnover/retirement decision. Chapter 5 (Conclusions) will discuss this possibility in greater depth. Regardless, the data from this study do not lead to rejection of the null research hypotheses.

Multiple Regression Analysis

The original plan for this study called for multiple regression analysis to predict retirement intention. However as observed above, no variable correlated meaningfully ($|r| > .30$) with any retirement intention variable nor their sum. Nevertheless, a small number of variables had correlations with the retirement intention sum at levels associated with probabilities of less than .05. These variables were entered into a stepwise multiple regression analysis (STEPWISE, SAS, 1979) to predict the summated scale score for retirement intention. The best resulting regression equation with B-weights having probabilities of less than .05 accounted for only 11% of the criterion variance and hence is not reported.

Some other regression analyses did account for substantial amounts of criterion variance and are reported below. These results are not central to the goals of the study but are reported as possibly being of interest for further studies.

Regression Analysis Model for Predicting Organizational Commitment

Being able to predict employee commitment is important for the following reasons. Studies show that highly committed employees may perform better than less committed ones (Mowday et al., 1979; Porter et al., 1974; Steers, 1977). Also organizational commitment may be antecedent to job satisfaction (Bateman and Strasser, 1984).

With organizational commitment as the dependent variable, the single independent variable, physical demands of the job ($r=.37$) was entered into the stepwise multiple regression model (SAS, 1979). This model explained 26% of the variance. A second variable, working conditions ($r=.33$) was next entered into the regression model. These two variables explained 36% of the

Table 4.9
Organizational Commitment
Stepwise Multiple Regression (Best Three Variable Model)

Multiple R² = .39

F = 27.62

Prob. > F .0001

Intercept 56.32

Constant = 2.17

	B Values	F Values	Prob.>F
Physical demands of job (PHY)	5.99	21.79	.0001
Working conditions (WC)	3.73	16.08	.0001
Employer communicates retirement alternatives to employees (EC)	1.82	6.8	.0102

variance. The third variable, employer communicates potential retirement alternatives ($r=.21$), was entered into the stepwise regression. These three variables explained 39% of the variance in the dependent variable organizational commitment (Table 4.9). Two additional variables, strength demands of the job ($r=.25$) and health status ($r=.24$) would not enter into the prediction equation due to multicollinearity. Working conditions, physical demands of the job, and employer communication appear to meaningfully influence organizational commitment of older foodservice workers, albeit only moderately.

Predicting Extrinsic Satisfaction

Predicting worker satisfaction is important for the following reasons. Although the theory that satisfaction causes performances is not supported by research (Yroom, 1964), satisfaction may contribute to productivity in several ways. An organization with satisfied employees may become known as a good place to work, and hence employee recruitment may be enhanced (Quinn et al., 1974). Moreover satisfaction may improve organizational productivity through teamwork and communication (Doering et al., 1983).

Extrinsic satisfaction was evaluated as a dependent variable using stepwise multiple regression. A five variable regression model explained 36% of the variance in extrinsic satisfaction. The five variables that were entered stepwise included; working conditions ($r=.40$), strength demands of the job ($r=.23$), current income in meeting financial needs ($r = .26$), employer communicates retirement options ($r=.32$), and physical demands of the job ($r=.30$). Health status ($r = .23$) would not enter into the regression equation due to multicollinearity. As stated previously, extrinsic satisfaction is primarily under the control of management. The five variables above are variables which are influenced by management, and theoretically should affect extrinsic satisfaction (Table 4.10).

Table 4.10
Extrinsic Satisfaction (Best 5 Variable Model)
Stepwise Multiple Regression Results

Multiple R² = .36

F = 14.03

Prob. > F .0001

Intercept = 12.42

Constant = 5.61

	B Values	F Values	Prob. >F
Strength demands of the job	.78	5.13	.03
Physical demands of the job	.98	3.69	.06
Working conditions	1.11	9.52	.003
Employer communicates retirement options	.62	5.40	.02
Current income in meeting financial needs	.89	6.23	.01

Validity and Reliability of Measures

The MSQ and OCQ instruments have demonstrated good validity and reliability in previous studies (Weiss et al., 1967; Mowday et al., 1979). Analysis of the MSQ data has yielded good evidence of construct validity in the past (Weiss et al., 1967). Evidence of acceptable levels of predictive, convergent, and discriminating validity for the OCQ has been presented (Mowday et al., 1979). Along with the MSQ and OCQ components of the questionnaire, the remainder of the instrument demonstrated good validity and reliability. The survey questions in this study show evidence of construct validity. For example, meaningful correlations exist between the variables, "perceived health status" and "education level". It is recognized that individuals with higher education levels generally have higher levels of health. Further evidence of validity is suggested by meaningful correlation between the statements, "would delay retirement if could work part-time" and "would work part-time following retirement". In this study, employees who would not delay retirement by working part-time, would also be less likely to work part-time following retirement. Income and tenure are meaningfully related. This would be expected, since the longer the tenure in an organization, generally the higher the income. The pilot study (instrument pretest) also attested to the validity of the questionnaire, based on the level of understanding indicated by the pilot participants when interviewed by the researcher. Finally, there is no reason to suspect that the survey participants would not answer the questions with integrity, since they were assured confidentiality.

Responses are determined to be reliable when consistent responses emerge across the sample. Alpha coefficients for overall (general) satisfaction, intrinsic satisfaction, extrinsic satisfaction, organizational commitment, and retirement intention (summated scale) are respectively, .89, .83, .80, .81, and .80. These alpha coefficients indicate good internal consistency of the five scales used in the statistical analyses. Also, Hoyt reliability coefficients for the 20 question MSQ indicate good internal consistency of the instrument (Weiss et al., 1967). Based on a series of studies among 2,563 employees in divergent organizations, satisfactory test-retest reliabilities, and internal consistency reliabilities were found for the OCQ (Mowday et al., 1979). Furthermore, the correlation coefficients discussed above under validity are also evidence of reliability. If the answering process had been severely prone to error, the correlation coefficients would not have been as high as were observed.

Summary

This chapter presented the results and discussion of the research study. Chapter 5 will compare and contrast the results of this study with the literature. In chapter 4, frequency data from the survey respondents are presented. Linkage analysis was used to present statistically meaningful correlations. No meaningful predictors of the dependent variable, turnover/retirement intention were found. Regression analysis was used to examine the effect of several variables on the dependent variables; organizational commitment and extrinsic satisfaction. Finally, validity and reliability of the survey instrument were discussed.

Chapter 5

SUMMARY AND CONCLUSIONS

Introduction

This chapter provides an overview of the research study presented in the previous chapters. First, Chapter 5 will state the purpose for the research. Second, it will discuss the research objectives with respect to the study hypotheses. A summary of the results, possible explanations for the outcomes, and the influences these results may have on the foodservice industry is provided. Finally, limitations of the research methodology, and recommendations for future research are examined.

Purpose

With changing demographics, the number of older workers will increase in the institutional foodservice ranks. A purpose of this research was to obtain baseline data on satisfaction levels, organizational commitment levels, work schedule preferences, retirement intentions, and attitudes regarding the job from older workers currently employed in institutional foodservices.

The relationship between job satisfaction and organizational commitment has been demonstrated to influence turnover/retirement. A foodservice labor shortage has potential for retarding the long-term growth of the foodservice industry. However, recruitment and retention of older workers could be a factor in controlling this problem.

Objectives

To determine the affects of job satisfaction on turnover/retirement intentions of older foodservice workers.

To determine the effects of organizational commitment on turnover/retirement intention of older foodservice workers.

To determine if independent variables such as environment factors (i.e. work conditions), education level, age, health etc. affect the turnover/retirement intention decision.

Given the foodservice industry's heavy reliance on younger employees (NRA, 1986), and with the prospects of a potential shortage of young workers (Olson, 1982, Morrison, 1984, Reid, 1985, and Breggin, 1985), older workers may become a more important segment of the foodservice labor force.

Job Attitudes (Satisfaction and Organizational Commitment)

Neither intrinsic nor extrinsic satisfaction of the sample (as measured by the MSQ) meaningfully influenced the dependent variables reflecting retirement intention or desire to delay retirement by working part-time. In the literature, the relationship between job satisfaction and turnover is significant and consistent, however not particularly strong (Mobley, 1977). Parnes and Nestel (1975) surveyed 3,817 workers in a national sample. Using multiple classification analysis, the researchers found that lower satisfaction with work was related to the probability of retiring ($F=9.41$, $p<.01$). In another large study examining attitudes of older workers ($N=892$), the job attitudes; job involvement and job satisfaction added significantly to the prediction of retirement status ($F= 2.57$, $p<.05$). Although there is a consistent negative correlation between job satisfaction and retirement intention, other important factors undoubtedly intervene in the retirement decision. Mobley et al. (1978) suggest that the effect of job satisfaction on turnover is indirect through other variables.

Eden and Jacobson (1976) looked at 179 male executives who were 50 to 75 years of age. In their study, low satisfaction was related to being favorably disposed toward retirement ($r=-.12$, $p<.05$). Jacobson and Eran (1980) in a survey of 400 physicians, found that job dissatisfaction correlated with retirement preferences ($r=.14$, $p<.01$). In this present study, a slight statistical relationship ($r=.15$, $p<.02$) was demonstrated for intrinsic satisfaction and the desire to delay retirement (work intention). Although the correlation coefficient in this study for intrinsic satisfaction as related to retirement intention is similar to the studies mentioned above, it was not considered large enough to be of practical use (see p. 49).

In this research study, as well as the two studies presented above (Eden and Jacobson, 1976 and Jacobson and Eran, 1980) the relationship between satisfaction and retirement intention is too weak to draw firm conclusions.

Organizational commitment, as measured by the Organizational Commitment Questionnaire, was not meaningfully related to retirement intention nor the delaying of retirement by working part-time. In one study examining commitment and retirement, organizational commitment was

significantly related to retirement (Parnes and Nestel, 1975). The Parnes and Nestel (1975) study found that the higher the level of organizational commitment, the less likely were employees to retire.

In general, the 243 employees surveyed in this study demonstrated a moderate level of satisfaction and relatively high levels of organizational commitment as measured by the MSQ and OCQ instruments. However, a relationship between the scores on the MSQ and OCQ and retirement intention can not be made based on the results of this study. The older workers surveyed in this research study generally work in departments which are fairly homogeneous. For example, working conditions and personnel policies are generally good. If this research had surveyed a more heterogeneous population, where conditions were less desirable for example, different satisfaction, organizational commitment and retirement intention attitudes may have been obtained.

Retirement is a complex process which reflects the interactive effects and relationships of many underlying independent variables associated with the decision to retire. Therefore job attitudes alone cannot solely be expected to predict the decision to retire. Although job related factors are instrumental in the decision to retire, factors external to the job are also paramount to the retirement decision. The following will examine demographic variables, financial factors, physical and psychological factors, and organizational variables in relation to retirement intentions.

Demographic Variables

Age

In the literature, there is some evidence to suggest that the older one is, the later one prefers to retire (Eden and Jacobson, 1976). In this study, age was not correlated meaningfully with retirement intention. There is evidence that employees who "feel younger" reveal less of a propensity to retire (Eden and Jacobson, 1976; Jacobson, 1972). A question concerning the issue of "feeling younger" was not included in this research study. However health status addressed in this research could be related to the concept of "feeling younger". In this study, health status was not meaningfully correlated with retirement intention, although the literature reveals that poor health is indeed related to retirement intention (Quinn, 1977; Barfield and Morgan; 1970, Parnes and Nestel, 1981). In this study, nearly 75% of older workers rated their health status as "good" or "excellent".

Dependents

Previous studies have shown that the greater the number of dependents, the lower the intention to retire (Quinn, 1977; Parnes and Nestel, 1975). This question was not addressed in this research study, and may be an important external (i.e. non-job related) influence on the retirement decision of older foodservice workers.

Education

In the literature, more education was related to later retirement (Schmitt and McCune, 1981; Parnes and Nestel, 1981). In this study, nearly half (47%) had not obtained a high school education. No meaningful correlation was found between education and retirement intention.

Gender

Jacobson (1974) observed that men were more likely to retire earlier than women. Usher's (1981) study of workers in private and public sector organizations revealed that women were more interested in working longer if alternative work options were available. In this research, although 85% of those surveyed were female, no meaningful relationship was observed between gender, and the desire to delay retirement by working part-time.

A consistent relationship between gender and retirement possibly should not be expected however, because marital status and other factors may be moderating variables. Barfield and Morgan (1978) found that women retire earlier when married, and when their financial status is relatively secure. The financial decision to retire may be moderated by whether there is a working or non-working spouse. This research study did not ask this question specifically, although the question, "upon retirement my financial status will be secure" addressed the financial decision of retirement. In this study, a weak negative correlation ($r = -.26$, $p = .004$) existed between financial status and the delaying of retirement if one could work part-time. Though not considered statistically meaningful, this finding suggests that individuals who rate their financial status as being less secure following retirement, will be more likely to delay retirement if they could work part-time.

Jacobson (1974) in a study of factory workers, found that females were more likely to continue working when positive social contacts were present in the workplace. This research study did not specifically address the question of workplace friendships, although a question on the MSQ scale generally indicates that older workers in this study are "satisfied" with the way co-workers get along with each other.

Financial Factors

In the literature there is strong support for an association between expected pensions, social security income, and net assets and early retirement (Quinn, 1977, 1981; Barfield and Morgan, 1970; Pollman, 1971). Individuals who expected higher pension levels, and social security income, as well as those reporting higher net assets, were more likely to retire early. In this study there was no meaningful correlation between the statement, "upon retirement my financial status will be secure" and retirement intention.

Physical and Psychological Factors

Desire for Leisure

There was an increase from 1951 to 1963 in preferences for leisure as a reason to retire among retirees who were 65 and over (Doering et al., 1983). Pollman (1971) found that the preference for leisure was responsible for the early retirement of 23 percent of a sample of U.S. Civil Service retirees. This study did not examine leisure as an independent variable as related to retirement intention.

Health

No meaningful correlation was found between health status and retirement intention in this study. In the literature, the evidence that poor health is related to retirement is relatively strong (Eden and Jacobson, 1976; Parnes and Nestel, 1975, 1981; Quinn, 1977, 1981).

Organizational Variables

Several organizational variables have been found to impact the retirement decision.

Amount of Work

Barfield and Morgan (1970) in a study of United Auto Workers found that the amount of work was positively related to the retirement decision. In this study, the statement, "My job does not involve heavy work" and "the physical demands of my job are reasonable" were negatively related to retirement intention. Although the correlation coefficients were low, the negative relationship

suggests that individuals who tend to disagree that their job does not involve heavy work and tend to disagree that the physical demands of the job are reasonable, are less likely to delay retirement. Doering et al. (1983) suggest that work satisfaction and organizational commitment could be possible moderators of this variable. In this research, both intrinsic and extrinsic satisfaction were meaningfully correlated with physical demands of the job and strength demands of the job.

Job Stress

Eden and Jacobson (1976) and Jacobson and Eran (1980) found that in jobs with more stress, retirement was more likely to occur. In this study, although stress was negatively related to retirement intention, it was not considered statistically meaningful.

Pay/Extrinsic

Research indicates that greater earnings are associated with a later probability of retirement (Parnes and Nestel, 1981; Barfield and Morgan, 1978). Eden and Jacobson (1976) found that extrinsic rewards including pay and working conditions were nonsignificantly related to the desire for retirement. In this study, the variable current income in meeting ones financial needs, was negatively related to retirement intention. Although not statistically meaningful, it suggests that workers who respond that current income falls short of meeting their financial needs, are less likely to delay retirement. The converse of this suggests that higher income may keep older workers on the job longer. Doering et al. (1983) state that greater pay is therefore fairly strongly associated with later retirement, although pay may serve as a proxie for education and occupation.

Working Conditions

Having a higher level civil service job (Schmitt and McCune, 1981) as well as being a professional employee (Parnes and Nestel, 1981) were found to be related to later retirement. However the undesirability of the job among men was positively related to earlier retirement (Quinn, 1977). Among factory workers, the more rigidly fixed the work pattern, the greater the willingness to retire (Jacobson, 1972). Workers in higher and more desirable occupations may prefer later retirement (Doering et al., 1983).

In this study, involving college/university and hospital foodservice institutions, there is no reason to suspect that the facilities were unreasonable or harsh places for employees to work. Generally, the environmental, personnel, and other work place related factors were assumed to be reasonable. This is mainly attributed to the fact that accreditation status would be conferred only to institutions which meet prescribed standards.

In the literature, factors which strongly predict a worker's willingness to continue working or to retire are, financial status, as represented by net income and expected pensions, education, and job satisfaction. For job satisfaction and education, the higher the amount, the lower the probability that the employee preferred retirement. For financial status, those with higher status were more likely to retire early. There was also evidence that poorer health and lower pay were related to earlier retirement (Doering et al., 1983).

From the discussion above, it is clear that retirement is multi-dimensional in scope, and shaped by many variables. In this study, job attitudes (satisfaction and commitment) did not meaningfully predict retirement intention. In addition, factors such as working conditions, stress, physical demands, current income, retirement income, marital status, age, and education were not meaningfully related to turnover intention of older workers employed in institutional foodservices.

Von Haller-Gilmer (1982) investigated the retirement decision based on a literature review of 2,000 titles and 416 personal interviews. He states that retirement goes beyond the problems of finances, taxes, real estate, and social security and concludes that first, people differ markedly in their attitudes toward retirement. Second personality, not job category is the real determinant of retirement attitudes. Many people actually fear facing the problems of retirement, but once into pre-retirement planning, they see its values. Generally there is a lack of overall (retirement) theory to help identify problems (von Haller-Gilmer, 1982).

Recent studies show at least four factors contributing to adjustment in retirement; good health, adequate income, planning, and a visit to one's personal identity (von Haller-Gilmer, 1982). Role change occurs in a very noticeable way when one enters retirement. Gone are the work associates, and daily routines. Psychologically, one goes through three pre-retirement phases: Anticipation that retirement will come someday, fear of what it will be like, and finally getting ready for the time (von Haller-Gilmer, 1982).

As stated previously, workers in this study are generally satisfied and committed and they work in facilities where reasonable conditions prevail. Since retirement is a multi-dimensional phenomenon, many external as well as on the job related variables most certainly interact and mitigate in the retirement decision.

Work Satisfaction

Work satisfaction is important to the organization. A company with satisfied employees may become known as a good place to work, hence job applicants will be attracted to the company (Doering et al., 1983). The company in turn will be able to select highly qualified personnel (Quinn et al., 1974). In fact, extrinsic satisfaction was meaningfully related to the recommending of one's job to others in this study. Moreover, satisfaction may improve group or organizational productivity through teamwork and communication (Doering et al., 1983). For foodservices, the selection of highly qualified personnel, improved teamwork and communication are critical for success, due to the high service nature of the job.

Weiss et al. (1967) state that the most meaningful scores to use in interpreting the MSQ are the percentile scores for each scale obtained from the most appropriate norm group from previous studies. In a study of hospital foodservice employees, the mean MSQ score was 70.33 (Weiss et al., 1967). The mean response in this study for the 20 question MSQ was 77.47 (S.D.=10.87). In comparing overall (general) satisfaction scores from this study, comparison to the general category, "employed non-disabled workers" can be made (Weiss et al., 1967). Older foodservice employees in this study are just at the 50th percentile, when compared to the general category of "employed non-disabled workers" (Weiss et al., 1967). Thus the foodservice employees in this study are generally satisfied.

In looking at specific items composing the 20-item MSQ scale, it can be seen that older foodservice employees in this study are generally less satisfied with "the chances for advancement on the job", "the pay and the amount of work done", and "the way company policies are put into practice". These items highlight where perhaps more emphasis should be given by managers supervising older employees. These 3 items are extrinsic measures of the MSQ scale. Extrinsic satisfaction in this study was meaningfully correlated with the variables; overall satisfaction with the job, the recommending of one's job to other's, and to working conditions.

Mowday et al. (1979) state that organizational commitment differs from the concept of job satisfaction in several ways. Commitment is more global, reflecting a general affective response to the organization as a whole. Job satisfaction reflects one's response either to one's job or

certain aspects of the job. In addition, organizational commitment should be somewhat more stable over time than job satisfaction. Although day-to-day events in the work place may affect an employee's level of job satisfaction, such transitory events should not cause an employee to seriously reevaluate his or her attachment to the overall organization (Mowday et al., 1979).

Having committed employees is important for several reasons. Findings indicate that commitment is associated with lower absenteeism (Mowday et al., 1979), and several studies suggest that highly committed employees may perform better than less committed one's (Mowday et al., 1979; Porter et al., 1974). Commitment has been shown to be a better predictor of turnover than satisfaction (Mowday et al., 1979; Koch and Steers, 1978; Porter et al., 1974). Based on the above reasons, organizational commitment is an important ingredient to the organization.

In this study, the mean overall organizational commitment level for older institutional foodservice workers was higher than previously reported in the literature. On the 7 item Likert scale, the mean response was 5.37 (S.D.=.88). In two previous studies utilizing the OCQ to evaluate commitment in occupations relatively similar to institutional foodservices, mean scores of 4.6 (S.D.=1.30) and 5.1 (S.D. =1.18) were demonstrated for classified university employees and hospital employees respectively (Mowday et al, 1979). The high mean scores obtained for older foodservice employees in this study has positive ramifications for the foodservice industry, in light of the acute labor shortage and a potential greater reliance on older workers.

Regression analysis in this study indicates that the single independent variable, physical demands of the job, explains 26% of the variance in the dependent variable organizational commitment. The addition of the two variables, working conditions and employer communication to employees regarding retirement alternatives, predicts 39% of the variance in the dependent variable, organizational commitment. Foodservice managers should be cognizant of the affects of these three variables on organizational commitment.

Implications of this Study to Human Resource Management

Several studies have demonstrated consistent support for the relationship between job dissatisfaction and the preference for, or actual retirement (Schmitt and McCune, 1981; Parnes and Nestel, 1975; Jacobson and Eran, 1980; Eden and Jacobson, 1976). This present study demonstrated a similar relationship for older workers in institutional foodservices but judged

this relationship too weak to be of practical use. This finding (or lack of one) suggests that research methodologies should not examine the direct relationship between job satisfaction and turnover/retirement exclusively. A more global understanding of the psychology of older worker withdrawal (turnover/retirement), requires research beyond the replication of the satisfaction, turnover/retirement intention relationship. The retirement decision is complex. Factors to consider in addition to satisfaction include; organizational wide variables (i.e. pension, retirement policies), personal factors (i.e. number of dependents), job related factors (i.e. work schedule), and immediate work environment factors (i.e. co-workers, stress, and working conditions).

Mobley et al. (1978) state that a possible mediating step between job dissatisfaction and turnover is the stimulation of thoughts of thinking of quitting. If individuals are dissatisfied and ponder retirement, it is important for managers to intervene and determine the roots of this dissatisfaction. This determination is important because other forms of withdrawal (perhaps less extreme than retirement) may have detrimental consequences to the organization. These consequences include absenteeism, passive job behavior in a service intensive industry, and disruption of the work performance of other employees.

There is some indication that the increase in overall job satisfaction is in large measure reflective of the increase in intrinsic satisfaction (Rhodes, 1983). It has been suggested that although there is a linear relationship between age and satisfaction, only intrinsic satisfaction is consistently related to age. Extrinsic satisfaction and age are not related in a consistent fashion across organizations (Schwab and Heneman, 1977). In this study no meaningful statistical correlation was found between age, and intrinsic, extrinsic, or general satisfaction. Walsh (1982) demonstrated in his research that employees with ten or more years in foodservices show the greatest intrinsic satisfaction. In this research study, a positive correlation was seen between tenure and intrinsic satisfaction. However, the relationship was not considered statistically meaningful ($r=.13, p=.05$).

A common theme regarding organizational commitment involves exchange theory. In essence individuals come to organizations with certain skills, needs, and desires and expect to find a work environment where they can exchange abilities to satisfy their basic needs. When the organization and employee strike a balance, the likelihood of increased commitment is enhanced. Bateman and Strasser (1984) using the OCQ found that overall satisfaction is not a cause of commitment, but rather a result of it. In this study, organizational commitment was meaningfully related to intrinsic as well as extrinsic satisfaction.

Bateman and Strasser (1984) state that perhaps employees become committed to the organization before attitudes of satisfaction emerge. They suggest that the employee may come to develop attitudes that are consistent with his or her existing level of commitment to the organization. Bateman and Strasser (1984) state that direct improvements in commitment levels may not only have positive behavioral consequences, but have the indirect outcome of increased satisfaction as well.

Implications of this Study to the Foodservice Industry

Several outcomes of this study are meaningful to the foodservice industry. The results however should not be generalized beyond the sample of this study. Nonetheless, results of this research are generally encouraging. This research has established an initial base of knowledge on older workers in institutional foodservices. Future studies should investigate older workers in other foodservice sectors.

As noted, older workers are generally satisfied, and demonstrate relatively high levels of organizational commitment. The significance of this has been highlighted previously. Bosworth and Holden (1983) state that employment policies designed to increase the length of working life among older workers can be classified into two general groups: Those that permit workers to continue full-time on their present job and those that offer workers greater part-time work opportunities. This research incorporated similar questions as asked in the Bosworth and Holden study (1983).

When older workers in this study were asked to respond to statements regarding the conditions under which they would delay retirement past the age they now plan to retire, 37% either "disagree" or "tend to disagree" with the statement, "I would never delay retirement", indicating an intention towards work (20% had no opinion). When respondents were asked if they would delay retirement past the age that they now plan to retire if they could work part-time, 41% of the respondents "agree" and 16% "tend to agree". This suggests a desire for delaying retirement through part-time work, although 34% "agree" and 13% "tend to agree" that they would continue working full-time beyond the age they now plan to retire if their present job continues as is.

Nearly half of the respondents in this study "tend to agree" or "agree" that they would continue working past the age that they now plan to retire if their jobs were made less stressful. This environmental issue merits attention due to the negative correlation ($-0.27, p=0.0002$) seen between stress, correlated to working part-time following retirement from their present job.

This suggests that employees perceiving the job as stressful, would be less likely to work part-time following retirement.

Schedule preferences for older foodservice workers in this study with regard to part-time work are of interest. Nearly half (46%) of older workers expressing a desire for part-time work would prefer to work 8 hours per day, less than 5 days per week. Thirty-one percent were interested in seasonal employment, with 23% of the sample interested in working daily, 8 hours or less per day. In the literature, pay was found to become less important while fringe benefits became more important to older workers (Jurgenson, 1978). Older workers prefer increased retirement, medical, and life insurance benefits (Doering et al., 1983). In this research, the significance of benefits to older workers is demonstrated by the responses to the statement, "I would delay retirement by working part-time only if I could maintain my present level of benefits". Fifty-three percent "agree", while 13% "tend to agree" with this statement (15% had no opinion).

It was of interest to ascertain if older workers would consider working part-time now, as a transitional step to full retirement. The majority of respondents stated "no" (64%). The 36% who responded affirmatively to this question would do so for the following reasons: Health related (37%) and social reasons (63%).

Results from this study are encouraging on several fronts. Older workers in this study demonstrate high levels of organizational commitment. They also appear to be interested in part-time work as a means to delay retirement, with a preferred work schedule of working 8 hours per day, less than five days per week. Seasonal employment is also desirable to many older workers. The foodservice industry is seasonal in many respects, so this finding is of particular note.

The interrelated issues dealing with delaying retirement, part-time work, work scheduling, etc. should be of great interest to management as they make future staffing plans. As noted in the review of the literature, the foodservice industry could experience a shortfall of one million workers by 1995 (NRA, 1986). Employee recruitment competition among different sectors of the foodservice industry is now evident, as the applicants fast-food chains are now recruiting have traditionally been a major labor pool for the institutional side of foodservices: Health care, schools, and employee dining (Restaurants and Institutions, 1985). Therefore demographic and labor force changes in the general foodservice sectors, will sharply impact institutional foodservice employment, which was the focus of this research.

With changing demographics and the prospects of increased older workers in foodservices, communication between older worker and employer will become a key concern in the organization. In this study, communication levels with respect to potential alternatives to retirement were somewhat low. While 37% of employees "tend to agree" or "agree" that employers actively let them know of potential alternatives to retirement, 33% "disagree" or "tend to disagree". Another 30% state they do not know, which in and of itself may suggest non-communication. If older workers are to help in easing the labor shortfall, communication efforts may need to be enhanced. Of particular note regarding communication, employees who state that employers inform them of potential retirement alternatives, are more likely to recommend their job to others. In general, 53% of older workers would recommend their job to others. The MSQ responses from this research suggests that over 30% of employees are dissatisfied with their pay for the amount of work done. In addition, over one-fourth of older respondents were dissatisfied with the prospects for advancement on the job. Employers should also note that physical demands of the job, as well as working conditions are meaningful predictors of organizational commitment as indicated by the regression analysis. Additionally, working conditions are meaningfully related to extrinsic satisfaction. This research suggests that foodservice managers should critically evaluate these environmental factors in their facilities with regard to their older employees. Modifications or adjustments may need to be considered.

Limitations of the Study

Work satisfaction and organizational commitment and their relationship to turnover/retirement intention were the key focal points of this research methodology. These two constructs failed to emerge as meaningful predictors or indicators of retirement intention. This suggests that to fully assess the relative effects of the various factors associated with the retirement decision, this research should have been more inclusive of the variables heretofore identified. For example, several factors external to the job should have been examined. These include; total number of dependents, the concept of "feeling younger", net assets, spouses financial posture, and personality issues. Doering et al. (1983) state that the behavior of women with respect to retirement varies more than men. Women who are married may be financially more secure or have a spouse who is retiring early, and therefore she may retire early. On the other hand, married women may be late career starters who find that they enjoy work or anticipate

early widowhood, and for these reasons may prefer a later retirement. These are issues which should be explored particularly since 85% of those sampled were females, with 58% of the sample being married.

This research should have gathered information regarding; co-worker interaction, social aspects of work, job status, growth needs, and pressure to retire. With respect to part-time work, more information on the conditional aspects of employment should have been gathered, including specific wage, pension, and benefit policies attached to these options.

This study was cross-sectional in scope, and looked at retirement intention, and not actual retirement. A longitudinal study design is required for explaining actual retirement. This methodology, with a greater emphasis on factors external to the job would therefore provide more meaningful information regarding the retirement decision.

Recommendations For Future Research

This study examined a fairly homogeneous group of older workers employed at hospitals, and colleges/universities. As indicated previously, reasonable environmental, organizational, and personnel policies more than likely prevailed at the foodservice departments surveyed in this study. It is conceivable that in foodservice departments where personnel and working conditions are less favorable, different satisfaction and organizational commitment levels, as well retirement intentions may be found as compared to those obtained in this study. In fact, one might venture that poor conditions generally lead to low satisfaction and commitment, and hence a greater propensity towards retirement. Therefore, future studies should examine a more heterogeneous cross section of institutional foodservice departments across the U.S. to more clearly define the satisfaction, commitment, and retirement intention relationship. Future studies should be more encompassing in scope, particularly with regard to factors external to the job. More study should be given to the pessimism of employees regarding the recommending of one's job to their children and other individuals. Answers to this question may have profound ramifications for recruitment in the foodservice industry.

This research measured attitudinal organizational commitment as opposed to behavioral commitment. Are the two forms of commitment related? Is one better than the other? Greater understanding, may assist in developing models of employee attachment to the organization. The relationship between commitment and performance should be investigated. The employer's

objective evaluation of employee work performance as compared to scores on the OCQ would help identify if attitudinal commitment is related to performance (behavior). In terms of management style, would a more participative leadership style be more in line among highly committed employees? Mowday et al. (1979) question if commitment to the organization should be considered a substitute (or partial substitute) for leadership?

The issue of employing older workers who are unequivocally committed to the organization, yet are poor performers requires additional research. Putting performance aside, since highly committed employees are not necessarily high performers, the upward mobility of young employees may be blocked by older workers who delay retirement. Aside from employee frustration, there will be less of a chance to bring in "new blood" from the outside. This could be detrimental where innovation is essential. Walsh (1982) in his research found that younger workers reported especially low levels of intrinsic satisfaction. He states that older workers are those with the longest tenure, and tend to dominate the above entry occupations. On the other hand, younger workers have more education and occupy the entry level foodservice jobs. Research should therefore address the interrelationship of older and younger employees working together in the foodservice operation. Do personality, values, and cultural differences interfere with teamwork and job performance?

Additional study should be given to recruitment and employment of older workers to the foodservice industry. For example the perceptions of older non-foodservice individuals with regard to the foodservice industry would be of help in recruiting efforts. It is likely that older persons do not seek employment in the foodservice industry because they may not perceive the environment as supportive or physically tolerable (Morrison, 1984). Research should address the issue, are individuals recruited into foodservices with no previous experience adaptable and compatible to foodservice positions? Are special training and development methodologies required for these individuals with no prior foodservice experience? Studies should examine agencies (ie. AARP, Area Offices on Aging, etc.) which may provide assistance in the recruitment of older individuals to foodservices. Future research should also expand to include a greater cross section of older employees working in the various sectors of the hospitality industry. This should include; fast food, family, and white table cloth restaurants, as well as lodging facilities. Research should evaluate the best means of training, as well as retaining older employees.

This study was limited in scope to institutional foodservices, and should not be generalized to all foodservice operations. However, it has hopefully provided a framework from which other research regarding the older worker in foodservices can emerge.

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APPENDIX A

Survey Questionnaire

APPENDIX A
Survey Questionnaire

VIRGINIA POLYTECHNIC INSTITUTE & STATE UNIVERSITY
Division of Hotel, Restaurant, and Institutional Management
COLLEGE OF HUMAN RESOURCES

Survey of the Institutional Food Service Sector

1986

This survey is one of many conducted by Virginia Polytechnic Institute and State University's Division of Hotel, Restaurant, and Institutional Management to better understand the food service industry. Please answer all the questions. If you wish to comment on any question or qualify your answers please feel free to use the space in the margins. Your comments will be read and taken into account. Thank you in advance for your help.

VIRGINIA TECH

Survey Questionnaire Continued

minnesota satisfaction questionnaire

The purpose of this questionnaire is to give you a chance to tell how you feel about your present job, what things you are satisfied with and what things you are not satisfied with.

On the basis of your answers and those of people like you, we hope to get a better understanding of the things people like and dislike about their jobs.

On the next page you will find statements about your present job.

- Read each statement carefully.
- Decide how satisfied you feel about the aspect of your job described by the statement.

Keeping the statement in mind:

—if you feel that your job gives you more than you expected, check the box under "Very Sat." (Very Satisfied);

—if you feel that your job gives you what you expected, check the box under "Sat." (Satisfied);

—if you cannot make up your mind whether or not the job gives you what you expected, check the box under "N" (Neither Satisfied nor Dissatisfied);

—if you feel that your job gives you less than you expected, check the box under "Dissat." (Dissatisfied);

—if you feel that your job gives you much less than you expected, check the box under "Very Dissat." (Very Dissatisfied).

- Remember: Keep the statement in mind when deciding how satisfied you feel about that aspect of your job.
- Do this for all statements. Please answer every item.

Be frank and honest. Give a true picture of your feelings about your present job.

Survey Questionnaire Continued

Ask yourself: How satisfied am I with this aspect of my job?

Very Sat. means I am very satisfied with this aspect of my job.

Sat. means I am satisfied with this aspect of my job.

N means I can't decide whether I am satisfied or not with this aspect of my job.

Dissat. means I am dissatisfied with this aspect of my job.

Very Dissat. means I am very dissatisfied with this aspect of my job.

On my present job, this is how I feel about . . .	Very Dissat.	Dissat.	N	Sat.	Very Sat.
1. Being able to keep busy all the time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The chance to work alone on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The chance to do different things from time to time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The chance to be "somebody" in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The way my boss handles his/her workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The competence of my supervisor in making decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Being able to do things that don't go against my conscience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The way my job provides for steady employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The chance to do things for other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The chance to tell people what to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The chance to do something that makes use of my abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The way company policies are put into practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. My pay and the amount of work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The chances for advancement on this job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The freedom to use my own judgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The chance to try my own methods of doing the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The way my co-workers get along with each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The praise I get for doing a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The feeling of accomplishment I get from the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Very Dissat.	Dissat.	N	Sat.	Very Sat.

Survey Questionnaire Continued

ORGANIZATIONAL COMMITMENT QUESTIONNAIRE (OCQ)

INSTRUCTIONS

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by circling one of the seven alternatives below each statement.

Responses to each item are measured on a 7-point scale with scale point anchors labeled: (1) strongly disagree; (2) moderately disagree; (3) slightly disagree; (4) neither disagree nor agree; (5) slightly agree; (6) moderately agree; (7) strongly agree. Circle the number which best represents your feelings about the organization.

SCALE

1	2	3	4	5	6	7
STRONGLY DISAGREE	MODERATELY DISAGREE	SLIGHTLY DISAGREE	NEITHER DISAGREE NOR AGREE	SLIGHTLY AGREE	MODER- ATELY AGREE	STRONGLY AGREE

21. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.

1 2 3 4 5 6 7

22. I talk up this organization to my friends as a great organization to work for.

1 2 3 4 5 6 7

23. I feel very little loyalty to this organization.

1 2 3 4 5 6 7

24. I would accept almost any type of job assignment in order to keep working for this organization.

1 2 3 4 5 6 7

25. I find that my values and the organization's values are very similar.

1 2 3 4 5 6 7

26. I am proud to tell others that I am part of this organization.

1 2 3 4 5 6 7

Survey Questionnaire Continued

SCALE

STRONGLY DISAGREE	MODERATELY DISAGREE	SLIGHTLY DISAGREE	NEITHER DISAGREE NOR AGREE	SLIGHTLY AGREE	MODER- ATELY AGREE	STRONGLY AGREE
1	2	3	4	5	6	7

27. I could just as well be working for a different organization as long as the type of work was similar.

1 2 3 4 5 6 7

28. This organization really inspires the very best in me in the way of job performance.

1 2 3 4 5 6 7

29. It would take very little change in my present circumstances to cause me to leave this organization.

1 2 3 4 5 6 7

30. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.

1 2 3 4 5 6 7

31. There's not too much to be gained by sticking with this organization indefinitely.

1 2 3 4 5 6 7

32. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.

1 2 3 4 5 6 7

33. I really care about the fate of this organization.

1 2 3 4 5 6 7

34. For me this is the best of all possible organizations for which to work.

1 2 3 4 5 6 7

35. Deciding to work for this organization was a definite mistake on my part.

1 2 3 4 5 6 7

Survey Questionnaire Continued

PART III

Please respond to the following questions and statements.

CIRCLE THE NUMBER WHICH BEST REPRESENTS YOUR RESPONSE

THE FOLLOWING QUESTIONS RELATE TO YOUR PRESENT WORK ENVIRONMENT:

This question deals with your feelings involving job **Stress**. Job stress here is defined as performing adequately under stress when confronted with the critical or unexpected.

Q-36. Respond to the following statement. "On my present job, there is a tolerable level of stress". (Circle the number below).

1. DISAGREE
2. TEND TO DISAGREE
3. TEND TO AGREE
4. AGREE
5. NO OPINION

In regard to the amount of **Strength** involved in your job, which response below best describes your job?

Respond to the following statement below (Circle your response)

Q-37. "My job does not involve very heavy work".

1. DISAGREE
2. TEND TO DISAGREE
3. TEND TO AGREE
4. AGREE
5. NO OPINION

Survey Questionnaire Continued

This question deals with the **Physical** nature of the job. Physical is described as involving physical activities such as climbing, stooping, kneeling, crouching, handling, or reaching.

Q-38. Respond to the following statement: "The physical demands of my job are reasonable" (Circle your response below).

1. DISAGREE
2. TEND TO DISAGREE
3. TEND TO AGREE
4. AGREE
5. NO OPINION

This next question deals with **working conditions**. Bad working conditions involve extreme heat or cold, wet or humid conditions, noise, and/or poor ventilation.

Q-39. Respond to the following statement. "The working conditions in the foodservice department are good". (Circle your response).

1. DISAGREE
2. TEND TO DISAGREE
3. TEND TO AGREE
4. AGREE
5. NO OPINION

Q-40. How would you rate your health status?

1. POOR
2. FAIR
3. GOOD
4. EXCELLENT

Survey Questionnaire Continued

THE FOLLOWING QUESTIONS DEAL WITH YOUR RETIREMENT PLANS

Please respond to the following statements regarding the conditions under which you would DELAY retirement past the age you now plan to retire. (Circle the number which best describes your response).

Q-41. "I would never delay retirement".

1. DISAGREE
2. TEND TO DISAGREE
3. TEND TO AGREE
4. AGREE
5. NO OPINION

Q-42. "I would delay retirement past the age that I now plan to retire if I could work part-time".

1. DISAGREE
2. TEND TO DISAGREE
3. TEND TO AGREE
4. AGREE
5. NO OPINION

Q-43. "I would delay retirement by working part-time only if I could maintain my present level of benefits (including health insurance).

1. DISAGREE
2. TEND TO DISAGREE
3. TEND TO AGREE
4. AGREE
5. NO OPINION

Survey Questionnaire Continued

Q-44. "I would delay retirement past the age that I now plan to retire if my present job continues as is".

1. DISAGREE
2. TEND TO DISAGREE
3. TEND TO AGREE
4. AGREE
5. NO OPINION

Q-45. "I would delay retirement past the age that I now plan to retire if the job was made less stressful"

1. DISAGREE
2. TEND TO DISAGREE
3. TEND TO AGREE
4. AGREE
5. NO OPINION

Q-46. Would you consider working part-time following retirement from your present job?

1. YES
2. NO
3. POSSIBLY

Q-47. If you answered "yes" or "possibly" to the above question, what would be your preferred work schedule (CHOOSE ONE)?

1. WORK DAILY LESS THAN 8 HOURS PER DAY.
2. WORK 8 HOURS PER DAY, LESS THAN 5 DAYS PER WEEK.
3. INTERESTED IN SEASONAL EMPLOYMENT (I.E. WORK PART-YEAR).

Survey Questionnaire Continued

Q-48. Would you consider working part-time now as a transitional step between full retirement?

1. YES (IF YES GO TO Q-49)
2. NO (IF NO SKIP TO Q-50)

Q-49. If you answered "yes" to the question above, what is your main reason for part-time work (circle the one response that applies most)?

1. TO REDUCE EMOTIONAL STRESS.
2. TO REDUCE PHYSICAL STRESS.
3. FOR HEALTH REASONS.
4. TIME FOR LEISURE ACTIVITIES.
5. TIME FOR FAMILY ACTIVITIES
6. OTHER. SPECIFY _____

Q-50. Respond to the following statement: "Upon retirement my financial status will be secure".

1. DISAGREE
2. TEND TO DISAGREE
3. TEND TO AGREE
4. AGREE
5. UNCERTAIN

Q-51. Overall, How satisfied are you with your job?

1. VERY DISSATISFIED.
2. DISSATISFIED.
3. SATISFIED.
4. VERY SATISFIED.

Q-52. Would you encourage your children or other young children to enter the job you are now in?

1. YES
2. NO

Survey Questionnaire Continued

Q-53. Please respond to the following statement. My employer actively lets me know of potential alternatives to retirement (i.e. part-time work, etc.).

1. DISAGREE
2. TEND TO DISAGREE
3. TEND TO AGREE
4. AGREE
5. I DO NOT KNOW

The following questions deal with length of employment. Please respond in the blank provided.

Q-54. YEARS EMPLOYED IN PRESENT POSITION _____

Q-55. YEARS EMPLOYED BY PRESENT FOODSERVICE DEPARTMENT _____.

Q-56. YEARS EMPLOYED IN FOODSERVICES OVER YOUR WORKING LIFETIME (INCLUDE THIS AND PREVIOUS JOBS) _____
(IF LESS THAN ONE YEAR, GO TO Q-57 DIRECTLY BELOW).

Q-57. IF YOUR ANSWER ABOVE WAS LESS THAN ONE (1) YEAR, WHICH RESPONSE BELOW BEST DESCRIBES YOUR PREVIOUS PLACE OF EMPLOYMENT?

1. MANUFACTURING
2. HEALTHCARE
3. SERVICE (I.E. RETAIL, BANK, SECRETARIAL, ETC.)
4. CONSTRUCTION
5. AGRICULTURE
6. EDUCATIONAL INSTITUTION
7. MILITARY
8. OTHER

Survey Questionnaire Continued

Q-58. Your sex?

1. MALE
2. FEMALE

Q-59. Your present marital status

1. MARRIED
2. SINGLE

Q-60. Your present age?

1. 55 TO 59 YEARS OLD.
2. 60 TO 64 YEARS OLD.
3. OVER 65 YEARS OLD.

Q-61. What is your approximate yearly gross income?

1. LESS THAN \$10,000.
2. \$10,001 TO \$15,000.
3. OVER \$15,000.

Q-62. Overall, how well does your current income meet your financial needs?

1. NOT AT ALL WELL.
2. ONLY SLIGHTLY WELL.
3. MODERATELY WELL.
4. WELL.
5. VERY WELL.

Q-63. In terms of supervisory responsibilities, which response below best describes your current job?

1. NON-SUPERVISORY RESPONSIBILITIES.
2. SUPERVISORY RESPONSIBILITIES (I.E HEAD COOK, ETC).

Survey Questionnaire Continued

Q-64. Which of the following best describes your racial or ethnic identification?

1. BLACK (NEGRO)
2. WHITE (CAUCASIAN)
3. HISPANIC
4. ASIAN
5. OTHER

Q-65. What is the highest level of education that you have completed?

1. NO FORMAL EDUCATION
2. LESS THAN HIGH SCHOOL
3. COMPLETED HIGH SCHOOL
4. SOME COLLEGE
5. COLLEGE GRADUATE (2 YEAR DEGREE)
6. COLLEGE GRADUATE (4 YEAR DEGREE OR HIGHER)

Q-66. Which response below best describes your current job classification?

1. PRODUCTION WORKER (I.E. COOK, PRE-PREP., ETC)
2. SERVICE WORKER (I.E. SERVE ON CAFETERIA/TRAY LINE)
3. WAREWASHING (I.E. DISHWASH, POTWASH, ETC.)
4. STOREKEEPING (I.E. STOCK CLERK)
5. CLERICAL, DIETARY AID, ETC.

The Virginia Tech Division of Hotel, Restaurant and Institutional Management thanks you for participating in this research study and completing the questionnaire.

APPENDIX B
Questionnaire Cover Letter



COLLEGE OF HUMAN RESOURCES

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

Blacksburg, Virginia 24061

DIVISION OF HOTEL, RESTAURANT & INSTITUTIONAL MANAGEMENT (703) 961-5515 - (703) 961-6783

Dear Colleague;

Demographic changes in the U.S. are resulting in an older workforce. Population projections indicate a decline in the 18 to 34 year old age group. This fact strongly suggests that employee recruiting may intensify in the years ahead due to the potential shortage of entry level workers.

One possible remedy for this impending labor shortage is the inclusion of older workers in future strategic manpower plans. The Virginia Tech Division of Hotel, Restaurant, and Institutional Management is conducting a research study to assemble a knowledge base on older workers employed in the institutional foodservice sector.

Your help and cooperation is critical to the successful outcome of this study. We are requesting that you administer the enclosed questionnaires to your older (age 55 and over), non-management, full-time employees. After the questionnaires are completed please return all surveys in the bulk envelope provided to Va. Tech.

All participants are insured of complete confidentiality. The questionnaire has an identification number only so that we can check your name off the mailing list when your completed questionnaire is returned. You may receive a summary of results by writing "copy of results requested" on the back of the return bulk envelope and printing your name and address below it.

Please look the questions over prior to administering the questionnaire. If possible, we suggest that you administer the questionnaires in a group so if questions arise you can answer them. We will be happy to discuss any questions you may have. You can call (703) 961-6432 Monday through Friday.

As a reminder, the employee completing the questionnaire must meet the following criteria:

1. Be 55 years of age or older.
2. Be working in a non-upper management level position (employees who have supervisory responsibilities, i.e. headcook, etc. should be included).
3. Be employed full-time.

We thank you in advance for your valuable help and cooperation in this study.

Sincerely,

Michael D. Olsen, Ph.D.
Professor and Director,
Division of Hotel, Restaurant, and
Institutional Management

Frederick J. DeMico, M.S., R.D., Ph.D.
Candidate, Division of Hotel, Restaurant,
and Institutional Management

APPENDIX C
Survey Pretest Cover Letter

VIRGINIA POLYTECHNIC INSTITUTE & STATE UNIV.
BLACKSBURG, VA. 24061
DIVISION OF HOTEL, RESTAURANT, AND INSTITUTIONAL MANAGEMENT

MARCH 2, 1986

Dear Colleague:

Demographic changes in the U.S. are resulting in an older work force. Population projections indicate a decline in the 18 to 34 year old age group. This fact strongly suggests that employee recruiting may intensify in the years ahead due to the potential shortage of entry level workers.

One possible remedy for this impending labor shortage is the inclusion of older workers in future strategic manpower plans. The Virginia Tech Division of Hotel, Restaurant, and Institutional Management is conducting a research study to assemble a knowledge base on older workers employed in the hospital foodservice sector.

You have been selected to be a part of a peer review to evaluate the attached questionnaire. Your evaluation will help to refine the questionnaire prior to surveying the sample population. The questionnaire will be directly administered to non-management hospital employees 55 years of age and over.

Please constructively critique the instrument by making comments directly on the questionnaire. I will be most happy to discuss any questions you may have. You can call me at (703) 961-6432.

Thank you in advance for your assistance and cooperation.

Sincerely,

Fred J. DeMicco, M.S., R.D., Ph. D. Candidate
Project Director, HRIM

APPENDIX E
Survey Cover Letter to NACUFS Members

VIRGINIA TECH

Office of the Director of Food Service
200 Owens Hall

Blacksburg, Virginia 24061
(703) 961-6431

April 18, 1986

Dear NACUFS Member;

One of the many advantages of NACUFS is that it provides members with a medium through which ideas, objectives, and research can be advanced.

As you are aware, the demographic profile of the United States is changing—resulting in an older workforce. The Virginia Tech Division of Hotel, Restaurant and Institutional Management is presently attempting to gather data on older workers employed in college and university foodservices. This data will help to understand older employee attitudes towards their work, career goals, schedule preferences, etc.

Your help and cooperation in gathering this data will go a long way in developing this profile of the older worker. It is the intention of the researcher's to make this information known to NACUFS in summary format in the not too distant future. Thank you for your help.

Sincerely,

Howard P. King, Jr.
Director of Dining Services
Past President of NACUFS, 1981-82

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the scanned document**