

## Perceived Leadership Style of Korean Dietitians : Focusing on the Transformational and Transactional Leadership Styles

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### ABSTRACT

The purpose of this study is to identify the transformational or transactional leadership styles of Korean dietitians. The study was completed with Korean dietitians (n = 268, 67% response) using mail survey. The leadership styles were divided into transformational (including charisma, intellectual stimulation, individualized consideration) and transactional (contingent reward, management by exception) leadership found in the several literature. Overall, the score of Korean dietitians' transactional leadership was higher than that of the transformational leadership (p < .05). Among three sub-dimensions of the transformational leadership styles, the score of 'individualized consideration' was higher than 'charisma' and 'intellectual stimulation'. Between two sub-dimensions of the transactional leadership styles, Korean dietitians used more 'management-by-exception' than 'contingent reward'. ANOVA results suggested that the transformational leadership was more likely to be used by the younger dietitians, while the transactional leadership was more likely to be used by the older dietitians (p < .05). Data showed that dietitians having 3 – 6 year dietetic experience used more transformational leadership than other experienced dietitians (p < .05). It was also found that the Korean dietitians' leadership styles were influenced by the type of dietetic practice area. Data showed that 'charisma', 'intellectual stimulation', 'individualized consideration' and 'contingent reward' were more likely to be used by Korean dietitians from school than by dietitians from health care and industry (p < .05). This study will be useful for dietitians to guide the application of appropriate leadership style in order to increase employees' job satisfaction as well as organizational performance. (*J Community Nutrition* 7(4) : 207~214, 2005)

**KEY WORDS:** transformational leadership · transactional leadership · dietitians.

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### Introduction

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Dietitians within the foodservice industry act under constant pressure from board level to be successful leaders of today and tomorrow's foodservices. Demands for skilled and competent dietitians able to handle people and operations as well as money and information, have been clearly stated. There is also an abundance of literature indicating the skills and competencies that dietitians need to acquire, although less has been written about exactly what to do in order to achieve these goals (Cha 1997 ; Digh, Dowdy 1994 ; Yates et al. 1987 ; Yang 1991 ; Yoon, Messersmith 2002). The way in which

foodservice management performs and develops is influenced, among other things, by various factors in the surrounding environment, i.e. shifts in power and recognition of managerial capacity in the existing organizational culture (Canter, Nettels 2003 ; Silverman et al. 2000). Various developmental phases in an organization also need different management efforts (Mintzberg 1983), and a changing and restructured foodservice system is no exception to this. From this perspective it is important to know more about dietitians' professional intentions and leadership behaviors in their present managerial positions, in order to support and strengthen them in the developing process of their leadership and to increase the possibilities of improving management.

With regard to the rapidly changing foodservice industry, Barker et al. (1994) spoke about utilizing the qualities of transformational leadership (TFL) which focuses on people and problem-solving in a changing environment. Transformational leadership implies a relationship in which the purposes

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of the leader and followers become fused, creating unity, wholeness, and a collective purpose (Barker et al. 1994). Transformational leadership is described as three behavioral dimensions including charisma, intellectual stimulation and individual consideration. These leaders help subordinates transcend their self-interest for the sake of the larger vision of the firm. They inspire others with their vision, create excitement through their enthusiasm, and puncture time-worn assumptions through their resolve to reframe the future, question the tried-and-true, and have everybody be the same (Bass, Avolio 1990 ; Vera, Crossan 2004).

Transactional leadership (TAL), in contrast to TFL, is concerned with day-to-day operations in an unchanged organizational system and has more of the characteristics of traditional leadership (Dunham, Klafehn 1990 ; Lindholm et al. 2000). Transactional leadership is characterized by motivating individuals primarily through contingent reward (the exchange of one thing of value for another between leader and subordinates) and management-by-exception (leader intervention in organizational process in reaction to standards not being met). Management-by-exception is divided into two dimensions including active management-by-exception (AMBA : leader monitors followers' performances and takes corrective action if deviations from standards occurs. They enforce rules to avoid mistake) and passive management-by-exception (PMBA : leader fail to intervene until problems become serious. They wait to take action until mistakes are brought to their attention) (Bass 1985 ; Bass 1990 ; Vera, Crossan 2004). Transactional leaders see goals, articulate explicit agreements regarding what the leader expects from organizational members and how they will be rewarded for their efforts and commitments, and provide constructive feedback to keep everybody on task (Bass 1985 ; Bass 1990 ; Bass, Avolio 1993 ; Howell, Hall-Merenda 1999 ; Vera, Crossan 2004). This kind of management emphasizes the achievement of organizational goals and occurs within the context of the organization (Lindholm et al. 2000).

The definition of transformational and transactional leadership styles builds on prior classifications, such as relationship-oriented versus task-oriented leadership (Fiedler 1967) and directive versus participative leadership (Heller, Yukl 1969). The concept of transformational and transactional leadership was introduced by Burns to describe the process by which leaders effect radical change in the outlook and behavior of followers (Burns 1978). Bass (1985, 1990) considered TFL

and TAL to be distinct but not mutually exclusive processes, and asserted that the same leader may use both types of leadership at different times in different situations. This is in agreement with Mintzberg (1973), who argued that managers operate somehow intuitively in relatively uncertain and ambiguous environments.

While there have been many studies on leadership in other professions including nurses, business professionals, teachers and police officers, there is a lack literature in dietitians (Jung et al. 2003 ; Lindholm et al. 2000 ; Masi, Cooke 2000 ; McColl-Kennedy, Anderson 2002). Therefore, it is needed to understand dietitians' leadership styles that will weigh with subordinate performance and foodservice organization. The purposes of the study were to examine the extent that dietitians demonstrate TFL and TAL behaviors as perceived by themselves and to describe the relationship of leadership behaviors of dietitians and the characteristics of organization and personnel.

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## Subjects and Methods

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### 1. Samples

The research population was Korean dietitians who worked primarily in four areas including business & industry (B & I), elementary school, middle & high school (M & H) and hospital foodservice. Of the 400 surveys mailed, 295 were returned (response rate : 73.8%). Excluding responses with significant missing data, 288 were usable surveys available for analysis. The method used for distribution and follow-up of the survey was described by Salant, Dillman (1994) for mail questionnaires.

### 2. Measures

Transformational leadership and transactional leadership was measured using 5 dimensions and 34 items, which were chosen based on previous research and some parts modified to be made suitable for dietitians (Bass, Avolio 1997 ; Hwang 2001 ; Kim et al. 2004 ; Lee 1996 ; Park 1997 ; Park 1999). For the purpose of this study, the transformational leadership scale consisted of three dimensions, namely charisma (e.g. "instill pride in employee for being associated with me") ; intellectual stimulation (e.g. "re-examine critical assumptions to question whether they are appropriate") ; individual consideration (e.g. "treat employee as an individual rather than just as a member of a group"). The transactional

leadership scale including two dimensions, contingent reward (e.g. “discuss in specific terms who is responsible for achieving performance targets”) ; AMBE(e.g. “monitor followers’ performances and take corrective action if deviations from standards occur”), was analyzed. Responses for the questionnaire were on a five point Likert-type scale measuring how frequently each behavior is displayed where 0 = “not at all” and 4 = “frequently or always”. Each individual completing a questionnaire was asked to describe his(her) perception of personal leadership style. In this study, the coefficient reliabilities per scale were as follows : charisma, .89 ; intellectual stimulation, .81 ; individual consideration, .79 ; contingent reward, .82 ; AMBE, .83.

### 3. Data analysis

Descriptive statistics were used, such as means, standard deviations, frequency distributions and percentages. Comparison of mean differences was analyzed using ANOVA. Where significant main effects were identified, Scheffe post hoc comparisons were then examined to determine specifically which groups differed on each measure of leadership. Significance of the results of statistical analysis was determined at a level of .05. All tests were done using the computerized statistical package, SPSS Win(12.0).

## Results and Discussion

### 1. Demographic information of respondents

The demographic information of the respondents is presented in Table 1. Most dietitians were in the 20 - 29 year old age group(53.1%) or the 30 - 39 year old age group(44.8%). The most commonly held dietitians’ degree was a bachelor’s degree(58.3%). The majority of the respondents(86.5%) reported they were employed as full time employees. Eighty three percent of the dietitians had worked in foodservice fields for less than nine years. Forty-eight of the respondents indicated equal or more than nine years experience(16.7%). The dietetic practice areas of respondents included B & I(34.4%), M & H(32.3%), elementary school(22.9%) and hospital (10.4%). More than half of respondents reported that the type of their foodservice facility was “contracted”.

### 2. Self-perceived leadership behavior

Self-perceived leadership behavior of dietitians are presented in Tables 2 and 3. The mean of dietitians’ self-scores for TFL and TAL were 2.81 and 2.98 respectively. For understand-

**Table 1.** Descriptive characteristics of respondents(N = 288)

| Characteristics                | N(%)      |
|--------------------------------|-----------|
| Age                            |           |
| 20 - 29                        | 153(53.1) |
| 30 - 39                        | 129(44.8) |
| 40 - 49                        | 6( 2.1)   |
| Education                      |           |
| Graduate school                | 15( 5.2)  |
| University                     | 168(58.3) |
| Junior college                 | 105(36.5) |
| Marital status                 |           |
| Single                         | 135(46.9) |
| Married                        | 153(53.1) |
| Type of employment             |           |
| Regular                        | 249(86.5) |
| Contract                       | 39(13.5)  |
| Work experience(y)             |           |
| <3                             | 66(22.9)  |
| 3 - 6                          | 96(33.3)  |
| 6 - 9                          | 78(27.1)  |
| 9                              | 48(16.7)  |
| Foodservice institutions       |           |
| Elementary school              | 66(22.9)  |
| Middle or high school          | 93(32.3)  |
| Industry                       | 99(34.4)  |
| Hospital                       | 30(10.4)  |
| Type of foodservice management |           |
| Self-operated                  | 117(40.6) |
| Contracted                     | 171(59.4) |

ing what leadership style that dietitians frequently performed in their positions, it is reasonable to investigate the average of each item ranked. “Get involved when important issues arise”(3.34) of AMBE showed the highest average of leadership style in dietitians’ performance. On the other hand, “treat employee as an individual rather than just as a member of a group”(2.64) of the individual consideration subscale had the lowest average of leadership style performance by dietitians. These findings indicated that dietitians perceived themselves as demonstrating more TAL than TFL. Both leadership behaviors however were utilized between 2(sometimes) and 3(often). In short, dietitians displayed both transformational and transactional leader behavior equally often. Certain leadership styles are more compatible with particular organizational models(Paware, Eastman 1997). Thus TAL is predominantly found in bureaucratic organizations (Burns 1978). Foodservice by its nature has been a bureaucratically, hierarchical structure and attracts TAL as its frame-

**Table 2.** The total and subscales' scores of dietitians' self-perceived transformational leadership behaviors

| Transformational Leadership   | Mean $\pm$ SD                 | Cronbach's |
|---|-------------------------------|------------|
| <b>Charisma</b>   |                               |            |
| 1. Instill pride in employee for being associated with me                                 | 2.86 $\pm$ 0.87 <sup>1)</sup> | .87        |
| 2. Talks optimistically about the future  | 2.71 $\pm$ 1.08               |            |
| 3. Talk about my most important values and beliefs  | 2.85 $\pm$ 0.99               |            |
| 4. Often coerce employees into submission   | 2.93 $\pm$ 0.96               |            |
| 5. Specify the importance of having a strong sense of purpose                             | 2.65 $\pm$ 1.10               |            |
| 6. Goes beyond self-interest for the good of the group                                    | 2.65 $\pm$ 1.30               |            |
| 7. Act in ways that builds employees' respect   | 2.92 $\pm$ 1.04               |            |
| 8. Consider the moral and ethical consequences of decisions                               | 2.75 $\pm$ 1.26               |            |
| 9. Display a sense of power and confidence  | 2.81 $\pm$ 0.90               |            |
| 10. Articulates a compelling vision of the future   | 2.91 $\pm$ 0.85               |            |
| 11. Emphasize the importance of having a collective sense of mission                      | 2.85 $\pm$ 1.43               |            |
| 12. Express confidence that goals will be achieved  | 2.82 $\pm$ 1.01               |            |
| Subtotal  | 2.79 $\pm$ 0.12               |            |
| <b>Intellectual stimulation</b>   |                               |            |
| 13. Re-examine critical assumptions to question whether they are appropriate              | 2.81 $\pm$ 1.00               | .81        |
| 14. Seek differing perspectives when solving problems                                     | 2.78 $\pm$ 0.82               |            |
| 15. Get employee to look at problems from many different angles                           | 2.73 $\pm$ 0.84               |            |
| 16. Suggests new ways of looking at how to complete assignments                           | 2.81 $\pm$ 0.90               |            |
| Subtotal  | 2.78 $\pm$ 0.04               |            |
| <b>Individual consideration</b>   |                               |            |
| 17. Spend time teaching and coaching  | 2.98 $\pm$ 0.88               | .79        |
| 18. Set employee's goal by considering his(her) abilities                                 | 2.94 $\pm$ 0.94               |            |
| 19. Treat employee as an individual rather than just as a member of a group               | 2.64 $\pm$ 1.34               |            |
| 20. Help employees to develop their strengths about foodservice                           | 2.77 $\pm$ 0.87               |            |
| 21. Consider individual as having different needs, abilities, and aspirations from others | 3.02 $\pm$ 1.11               |            |
| Subtotal  | 2.87 $\pm$ 0.16               |            |
| Total   | 2.81 $\pm$ 0.05               |            |

<sup>1)</sup> descriptors : 4 : frequently or always, 3 : often, 2 : sometimes, 1 : rarely, 0 : not at all

work. Hence dietitians have been trapped within a structure and style that does not primarily meet their needs as professional. Dietitians are changed agents, visionaries, active participants in learning, and advocates for their customers and profession (Barker et al. 1994). However, the competency standards for enrolled dietitians have been task focused and transactional in format. The result showed that foodservice areas seem to replicate this framework.

The mean for 'individual consideration' of TFL was 2.87, followed by 'charisma' (2.79) and 'intellectual stimulation' (2.78). Between two sub-dimensions of the TAL, dietitians used more AMBE (3.13) than 'contingent reward' (2.82). Among all five dimensions, the data showed that dietitians' most frequent using leadership style was AMBE. Stordeur et al. (2001) found that AMBE was one of the predictors of emotional exhaustion in her research. Therefore, dietitians who monitor their staff in performing their duties so as to

prevent mistakes (AMBE) tend to generate higher levels of emotional exhaustion among their staff. Probably, this is not completely independent of the specific nature of the foodservice. Indeed, foodservice staffs often have to act in a hurry so that close control over their behaviors might be interpreted as an additional pressure at work. Moreover, it is likely that the expression of AMBE by a dietitian is perceived as a lack of trust in subordinates. This lack of trust may lead staff to feel unsupported by their dietitians, a psychological variable that has been found to be related to burnout (Bakker et al. 2000 ; Lee, Ashforth 1996).

An examination of the individual item ratings revealed that dietitians displayed the AMBE (3.13) of TAL most frequently and intellectual stimulation (2.78) of TFL least frequently. However, charisma (2.79) of TFL and individual consideration (2.87) was rated as less frequently observed than the contingent reward (2.83). Thus, the results showed that al-

though the composite transactional score was higher than the composite transformational score, the ratings for the two separate transactional factors were not uniformly higher than those for the component transformational factors. Dixon (1998) believed that both TFL and TAL can exist together. He also claimed that managers should implement both styles of leadership in an attempt to deal with staff and senior management. Transactional leadership was developed through industrialization and suited task focused team work (Renner 1995). From this point of view, these results explained that foodservice areas have been organizational stereotypes and required dietitians as typical managers not as leaders. However, today the emphasis is on the psychosocial aspects of team development (Payne-Palacio, Canter 2000 ; Thyer, 2003). To achieve this change in the foodservice industry, the organizational climate will need to be developed to allow innovation, creativity and vision to be embraced. It is also

essential that dietitians' primary professional responsibilities should be transformed.

### 3. Relationship between demographic characteristics and dietitians' leadership style

Dietitians' leadership behaviors were compared with the four types of dietetic practice areas : elementary school, M & H, B & I, and hospital (Table 4). ANOVA results indicated dietitians ratings in different practice areas were statistically different on TFL and TAL. The results showed that the mean score of all the TFL in M & H were greater than other dietetic practice areas. In TAL, contingent reward was utilized more by dietitians in M & H, and B & I than dietitians in elementary schools or hospitals. AMBE were more likely to be used by elementary school respondents than respondents from other practice areas. This may be due to the fact that transactional leader behaviors in elementary school or hos-

**Table 3.** The total and subscales' scores of dietitians' self-perceived transactional leadership behaviors

|  | Transactional Leadership | Mean ± SD                 | Cronbach's |
|--|--------------------------|---------------------------|------------|
| Contingent reward  |                          |                           |            |
| 22. Discuss in specific terms who is responsible for achieving performance targets             |                          | 2.84 ± 1.23 <sup>1)</sup> | .82        |
| 23. Make clear what one can expect to receive when performance goals are achieved              |                          | 2.86 ± 1.06               |            |
| 24. Provide employee with assistance in exchange for his(her) efforts                          |                          | 2.86 ± 1.10               |            |
| 25. Express satisfaction when employees meet expectations                                      |                          | 2.72 ± 1.18               |            |
|  | Subtotal                 | 2.82 ± 0.07               |            |
| Active Management-by-exception   |                          |                           |            |
| 26. Get involved when important issues arise   |                          | 3.34 ± 1.38               | .83        |
| 27. Rarely be absent when needed   |                          | 3.26 ± 1.21               |            |
| 28. Do not wait for things to go wrong before taking action                                    |                          | 3.30 ± 1.09               |            |
| 29. Observe employees' action whether they make a mistake                                      |                          | 2.78 ± 1.14               |            |
| 30. Concentrate my full attention on dealing with employees' mistakes, complaints and failures |                          | 3.21 ± 1.07               |            |
| 31. Keep track of employees' mistakes  |                          | 2.94 ± 0.93               |            |
| 32. Direct employees' attention toward failures to meet standards                              |                          | 2.83 ± 0.96               |            |
| 33. Make decision immediately when needed  |                          | 3.31 ± 0.99               |            |
| 34. Display quick responses to urgent questions  |                          | 3.28 ± 1.05               |            |
|  | Subtotal                 | 3.13 ± 0.22               |            |
|  | Total                    | 2.98 ± 0.22               |            |

<sup>1)</sup> descriptors : 4 : frequently or always, 3 : often, 2 : sometimes, 1 : rarely, 0 : not at all

**Table 4.** Relationship between type of dietetic practice area and leadership style of dietitians

| Leadership style | Dietetic practice area   |                          |                          |                           | F-value                   |       |
|------------------|--------------------------|--------------------------|--------------------------|---------------------------|---------------------------|-------|
|                  | Elementary               | M & H                    | B & I                    | Hospital                  |                           |       |
| TFL              | Charisma                 | 2.32 ± 0.61 <sup>b</sup> | 3.20 ± 1.34 <sup>a</sup> | 2.97 ± 0.83 <sup>a</sup>  | 2.67 ± 0.83 <sup>ab</sup> | 4.89* |
|                  | Intellectual stimulation | 2.38 ± 0.49 <sup>b</sup> | 3.02 ± 0.78 <sup>a</sup> | 2.91 ± 0.78 <sup>a</sup>  | 2.56 ± 0.72 <sup>b</sup>  | 5.50* |
|                  | Individual consideration | 2.90 ± 0.82 <sup>a</sup> | 3.26 ± 0.83 <sup>a</sup> | 2.72 ± 0.63 <sup>ab</sup> | 2.27 ± 0.52 <sup>b</sup>  | 4.50* |
| TAL              | Contingent reward        | 2.20 ± 0.46 <sup>b</sup> | 3.08 ± 1.09 <sup>a</sup> | 3.08 ± 1.07 <sup>a</sup>  | 2.52 ± 0.91 <sup>b</sup>  | 6.35* |
|                  | AMBE                     | 3.44 ± 0.28 <sup>a</sup> | 3.02 ± 0.49 <sup>b</sup> | 3.05 ± 0.50 <sup>b</sup>  | 3.27 ± 0.42 <sup>ab</sup> | 6.05* |

\* : p < .05

pital foodservices has been well provided for by formal structure. The other reason could be the unique organizational climate to exert influence on dietitians' leader behaviors.

ANOVA results suggested that all of the TFL and contingent reward of TAL were more likely to be used by the younger dietitians (Table 5). AMBE, however, was utilized more by the older dietitians. The result also showed that dietitians having 3 - 6 years dietetic experience utilized more all sub-dimensions of TFL than other experienced dietitians (Table 6). In terms of TAL, contingent reward was also utilized by dietitians having 3 - 6 years experience than by other groups. On the other hand, dietitians having more than 9 years experience were more likely to use AMBE.

These results explained that senior or experienced dietitians might be focused on stability rather than organizational change. One proposed explanation is given by Willmot(1998), where managers who, from occupying previous management positions, were used to having more control seemed to find it difficult to adapt to supporting and guiding roles. Consequently, it is necessary for the dietitians themselves to be aware of the new concept of TFL and its potential influence on their subordinates' personal growth and managerial effectiveness.

## Summary and Conclusion

The purposes of the study were to examine the extent that dietitians demonstrate TFL and TAL behaviors as perceived

by themselves and to describe the relationship of leadership behaviors of dietitians and the characteristics of organizations and personnel. A total of 288 dietitians employed by the foodservice organizations were analyzed. The results showed that the score of dietitians' TAL was higher than that of the TFL. Among three sub-dimensions of the TFL, the score of 'individualized consideration' was higher than 'charisma' and 'intellectual stimulation'. Between two sub-dimensions of the TAL, dietitians used more AMBE than 'contingent reward'. The results suggested that the TFL was more likely to be used by the younger dietitians, while the TAL was more likely to be used by the older dietitians. It was also found that dietitians' leadership styles were influenced by the type of dietetic practice area. Data showed that 'charisma', 'intellectual stimulation', 'individualized consideration' and 'contingent reward' were more likely to be used by Korean dietitians from school than by dietitians from health care and industry.

Historically, dietitians as managers did exactly what the title says, they managed the resources of an organization. The dietitians derived power from the position and title. A new dietitian as leader must be a dynamic individual who, through interpersonal skills, can be a visionary for the organization and profession. This individual must also inspire and motivate subordinates to carry out the vision necessary to survive. From this point of view, dietitians should concentrate on developing TFL to transform foodservice into new concepts by the utilization of their vision, creativity, decision making

**Table 5.** Relationship between dietitians' age and leadership style

| Leadership style             | Age(y)                   |                           |                          | F-value |
|------------------------------|--------------------------|---------------------------|--------------------------|---------|
|                              | 20 - 29                  | 30 - 39                   | 40 - 49                  |         |
| TFL Charisma                 | 3.24 ± 1.12 <sup>a</sup> | 2.46 ± 0.68 <sup>b</sup>  | 1.88 ± 0.46 <sup>c</sup> | 14.22*  |
| TFL Intellectual stimulation | 3.07 ± 0.75 <sup>a</sup> | 2.50 ± 0.63 <sup>ab</sup> | 2.04 ± 0.43 <sup>b</sup> | 14.23*  |
| TFL Individual consideration | 3.14 ± 0.83 <sup>a</sup> | 2.57 ± 0.64 <sup>ab</sup> | 2.04 ± 0.43 <sup>b</sup> | 12.80*  |
| TAL Contingent reward        | 3.22 ± 1.11 <sup>a</sup> | 2.36 ± 0.61 <sup>b</sup>  | 2.21 ± 0.86 <sup>b</sup> | 14.70*  |
| TAL AMBE                     | 2.95 ± 0.45 <sup>b</sup> | 3.36 ± 0.40 <sup>ab</sup> | 3.58 ± 0.29 <sup>a</sup> | 18.01*  |

\* : p < .05

**Table 6.** Relationship between work experience and leadership style of dietitians

| Leadership style             | Experience(y)             |                          |                           |                          | F-value |
|------------------------------|---------------------------|--------------------------|---------------------------|--------------------------|---------|
|                              | <3                        | 3 - 6                    | 6 - 9                     | >9                       |         |
| TFL Charisma                 | 3.00 ± 0.78 <sup>ab</sup> | 3.35 ± 1.32 <sup>a</sup> | 2.64 ± 0.70 <sup>ab</sup> | 2.07 ± 0.53 <sup>c</sup> | 10.51*  |
| TFL Intellectual stimulation | 2.90 ± 0.79 <sup>a</sup>  | 3.15 ± 0.75 <sup>a</sup> | 2.63 ± 0.56 <sup>ab</sup> | 2.19 ± 0.48 <sup>b</sup> | 11.29*  |
| TFL Individual consideration | 2.90 ± 0.82 <sup>ab</sup> | 3.26 ± 0.83 <sup>a</sup> | 2.72 ± 0.63 <sup>b</sup>  | 2.27 ± 0.52 <sup>b</sup> | 9.94*   |
| TAL Contingent reward        | 2.99 ± 1.04 <sup>a</sup>  | 3.32 ± 1.05 <sup>a</sup> | 2.48 ± 0.77 <sup>b</sup>  | 2.13 ± 0.63 <sup>b</sup> | 10.43*  |
| TAL AMBE                     | 3.08 ± 0.41 <sup>ab</sup> | 2.86 ± 0.50 <sup>b</sup> | 3.32 ± 0.32 <sup>a</sup>  | 3.53 ± 0.35 <sup>a</sup> | 16.08*  |

\* : p < .05

and empowerment. If transformational leadership is ignited, the communication used within the workplace would be positive, up-lifting and transforming and the standard of service delivery would improve beyond those seen before. However, dietitians will not display their leadership until recognition of their values, ideology and implementation of a transformational model of care is embraced by administrators.

From an organizational perspective, Yukl(1994) sees it as an advantage to have parallel access to a variety of leadership styles in a changing organization with different needs at different times. In foodservice, it is important to be well aware of different leadership styles among dietitians and also encourage them to develop their specific leadership talents. Church, Waclawski(1998) also support the need for different types of leaders in the organization. They consider it is important to recognize the strengths and weaknesses of each perspective and to develop methods to accurately identify and subsequently place these different types in appropriate positions in organizational settings. The possibility of letting efficient dietitians with special leadership qualities take on different responsibilities and positions within the organization, as dictated by real development needs, could be one way of strengthening and developing both dietitians and foodservice management in the interest of organizational goals and values. Overall, leaders with TF behaviors tend to be perceived by others as being more innovative and influential. TA leaders, on the other hand, tend to be more planful and controlled in their leadership styles (Church, Waclawski 1998). Given the need for both types of leaders in an organization, TF leaders generate the ideas and the commitment to followership while TA leaders carry out the tasks of the organization, it is important for professionals and academics alike to recognize the strengths and weaknesses of each perspective and to develop methods to accurately identify and subsequently place these different types of leaders in appropriate positions in foodservice organization settings.

Bass(1985) emphasized that TFL builds on TAL, but not vice versa. Therefore, this would be the right time for dietitians to develop their TFL. Though TAL can be effective in groups under stress by providing satisfaction through an immediate solution, long-term effectiveness often is not an outcome of the TA process. Transformational leadership, on the other hand, can move groups to search for longer term solutions by addressing individuals' higher order needs (Medely, Larochelle 1995). The findings of this study suggest

that the dietitians as leaders pay more attention to the various situations that demand interventions. In the rapidly changing foodservice industry, organizations may require the dietitians as TF leaders to be more result oriented, creative, and innovative within the organizations. Under this circumstance, dietitians need to understand TFL and its effect on changes in foodservice areas. Practically, dietitians may need specific training in order to develop TFL leadership style emphasizing mutual respect and open communication, rather than controlling behaviors.

This study states the importance of knowledge about the two different leadership styles among dietitians. This awareness contributes both to developing leadership and to ensuring that the most appropriate dietitians place is in the right management position in the foodservice organizations. This leadership strategy increases the possibilities of advancing dietitians with high levels of competence and self-esteem and thus properly functioning management in a changing foodservice organization.

The study findings may offer a basis for the design and implementation of an appropriate training program for dietitians to improve their leadership skills. Furthermore, suggestions for future research are aimed at moving the foodservice literature on leadership and organizational performance to consider how dietitians can most efficiently bring about change. More studies also are needed to examine the effect of leader interventions in subordinates' performances. In part, this research serves to raise questions and provides direction for more in-depth research on the leadership behaviors of dietitians.

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