

# **A framework of happiness for casino employees: A subjective well-being perspective**

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*“What is a man who does not make the world better?”*

### **Kingdom of Heaven (2015)**

This quote so fittingly states what I feel about this study. I have been working in the casino sector for over 5 years now, during which time I have been promoted three times in employment levels but have also seen a lot of what happens in the casino sector. Studying tourism was a lifelong dream which I realized at the NWU with great anticipation and no idea of what it would be like to work in the tourism sector, until the day I started working in the casino sector. What a humbling experience, really practically learning what is physically, emotionally and spiritually required of a person to survive and thrive in a customer service-centred operation, and even more, the demanding casino sector. Nothing can prepare you for the long, anti-social hours on your feet, having customers screaming in your face demanding solutions, and still trying to balance your family and work life. This experience has inspired me to conduct this study and get more information on the casino sector out into the literature and hopefully inspire casinos to look after their casino employees.

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## **ABSTRACT**

When one thinks of a casino, one imagines flashing lights, majestic designs, dazzling promotion girls, cocktails being sipped, cigars smoked and gamblers sitting around slot machines and tables, waiting for that big win. Casinos, as a form of tourism and entertainment in South Africa, are a booming sector, with multi millions in Rands of revenue being generated each year. This sector of the tourism industry ensures that thousands of people are employed at casinos, either working directly for an actual casino or being employed as a contractor or concessionaire servicing the casino establishment. For a casino to be successful and remain successful, the key factor is the employees who render service to the gamblers. There is a well-known saying that 'Happy employees result in happy customers.' This could not be truer when it comes to the service industry at a casino. Looking after casino employees should be a high priority on management's list. Minimal research could be found on casino employees internationally, but there was nothing on the South African casino employees' happiness or subjective well-being (SWB) in their work place. The aim of this study was to do an in-depth study of a selected South African casino group's employees, focussing on variables ranging from their demographics, Quality of Work-Life (QWL) domains, personalities, leisure life, company benefits, and their feelings about their company. The overall ultimate goal of the study is to determine whether casino employees are happy in their workplace. In order to achieve this aim, a self-administered questionnaire was distributed to the employees of a selected casino group in South Africa between March 2013 and May 2013. A total of 3 032 casino employees were reported to be employed by the casino group during that period and a total of 1 502 completed questionnaires were returned. In order for the author to fulfil the aim of this study, numerous objectives were set (c.f.1.4.2).

The first objective was to gain in-depth knowledge of the various concepts studied during this research by doing a thorough literature review. Chapter 2 (c.f.2.1) therefore consists of the literature analysis, which provides a conceptual framework for happiness on the part of casino employees, which is a SWB perspective.

The second objective (c.f.1.4.2) was to determine the effect of various demographic variables on the QWL experienced by the casino employees. Questionnaire statements focused on the demographic profile, which included gender, whether the casino employees gamble, smoke and drink, and their educational status. This was conducted in Chapter 3 under the title “The effect of casino employees’ demographic variables on the QWL domains”. The casino employees’ demographics were set out and compared with those in international studies. Various correlations and standardized regressions were found between demographic variables and QWL domains. The results of this study proved that the demographic variable that had the most influence on the QWL domains was the employees’ drinking behaviour. A SEM (Structural Equation Modelling) was also developed and proven to be of a good fit, indicating that the demographic variables of casino employees indeed influence QWL domains. This article was submitted to the ***African journal of hospitality, tourism and leisure*** and has been published in this DHET accredited journal with the following details. “Naudé, R., Kruger, S. & Saayman, M. 2015. The effect of casino employees’ demographic variables on the quality of work-life domains, *African journal of hospitality, tourism and leisure*, 4(2):1-30.”

Regarding the third objective (c.f.1.4.2), the author studied the casino employees’ personality types, what they do in their leisure times and whether this makes them happy in the work place. The title of this article reads as “Casino roulette: They say that personality and leisure time make them happy in the workplace”. This study is written up in Chapter 4 (c.f.4.1). It considered correlations and found that positive personality types enjoy participating in leisure activities and that this influences their happiness. In the regression analysis, it was found that both positive and negative personality types value leisure time. To conclude, participation in leisure activities proved to be the strongest mediator between the positive personality types and happiness. From the data for this article emerged a SEM depicting the relationship between positive and negative personality types, leisure life and overall happiness. This article was submitted in 2015 to the ***South African journal of human resource management***, a DHET accredited journal and the author still awaits feedback from the peer-reviewers. The article carried the following details. “Naudé, R., Kruger, S., De Beer, L., Saayman, M. & Jonker, C. 2015. Casino roulette: they say that



personality and what they do in their leisure time makes them happy in the workplace. *South African journal of human resource management.*” JPA 26(3) June 2016 Issue

A fourth objective (c.f.1.4.2) was set to determine whether company benefits and employees’ feelings about the company have an effect on their happiness. This is presented in Chapter 5 (c.f.5.1). This chapter is titled “Black Jack: do company benefits and feelings have an impact on my happiness?” A positive correlation was found between benefits such as staff meals, a medical aid, a pension fund and a bonus and employees’ feelings about the company. Based on the regression analysis, it was noted that staff meals and a pension fund correlated positively with happiness. Mediators of happiness for casino employees were found to be live-in facilities, staff meals and a bonus scheme. A SEM was also developed based on all the results found in this study. This article has been submitted to the ***Journal of psychology in Africa*** and accepted to be published in the June 2016 publication (*Journal of Psychology in Africa*, 26:3). “Naudé, R., Kruger, S., De Beer, L., Saayman, M., Jonker, C. & Uysal, M. 2016. Black Jack: do company benefits and feelings have an impact on my happiness? *Journal of psychology in Africa.*”

Lastly, Chapter 6 (c.f.6.1) contains the conclusions, suggestions and recommendations made based on Chapters 2 – 5, all of which are directed towards casino management and human resources managers. The clear importance of QWL domains can be seen in Figure 6.4 (c.f.6.4.1). Also imperative is the importance of considering the personality types of casino employees and their leisure life needs. This combined SEM will be presented as a chapter in the book ***Managing Quality of Life in Tourism and Hospitality: Best Practices***, which will be published in 2017. “Kruger, S., Uysal, M. & Sirgy, M.J., eds. *Managing Quality of Life in Tourism and Hospitality: Best Practices*. Wallingford, UK: CABI.” In conclusion, the overall happiness of casino employees can be considered along with the additional variables that contribute to happiness, such as company benefits and positive feelings about the company.

A great contribution has also been made to tourism, human resources and positive psychology by literature, based on the findings of Chapters 3 - 5 and the inclusion of a final combined SEM presented in Figure 6.4 (c.f.6.4.1) in Chapter 6.

**Key words:** Casino, casino employees, Quality of Work-Life (QWL), Quality of Life (QOL), happiness, personalities, leisure life, feelings about the company.

## OPSOMMING

Dink mens willekeurig aan 'n casino, dan sien jy in jou geestesoog: flitsende ligte, gebou ontwerpe en dekor wat jou mond laat oophang, promosie dames gekleed om die aandag te trek, mense wat skemerkelkies sit en drink, sigare rook en veral mense wat dobbel op slotsmasjiene of sit en wag om tafels vir daardie "Groot Wen". Casino's vorm deel van die toerisme- en vermaaklikheidsbedryf in Suid-Afrika en is tans 'n vooruitstrewende sektor met 'n multimiljoen rand se inkomste wat gegenereer word elke jaar. Casino's wat deel vorm van die toerisme industrie verseker dat duisende mense werke het, hetsy of hulle nou direk werk vir die casino of werk vir diensverskaffers wat dienste lewer aan die casino. Die sleutel-sukses faktor vir 'n casino om sukesevol te wees en te bly is die werknemers van 'n casino wie hulle dienste lewer aan die dobbelaars. Daar is 'n bekende gesegde in Engels: "happy employees result in happy customers". Hierdie stelling kan nie meer gepas wees in die huidige dobbelbedryf nie. Dit behoort 'n top prioriteit vir bestuur te wees om om te sien na hulle werknemers se beste belange. Daar kon min internasionale navorsing gevind word insake casino's se werknemers en daar is definitief nog geen navorsing gedoen insake Suid-Afrikaanse casino werknemers se vlakke van gelukkigheid, of subjektiewe welstand in die werksplek nie. Die doel van hierdie navorsing is om inligting te verkry insake 'n geselekteerde casino-groep se werknemers, om sodoende meer uit te vind aangaande hulle demografiese eienskappe, kwaliteit werkslewe-domeine, hulle persoonlikhede, hulle ontspannings lewe, hulle werksvoordele, hulle gesindheid teenoor die maatskappy en laastens maar belangrikste, hulle gelukkigheid by die werksplek. Met hierdie doelwit in gedagte, was vraelyste uitgestuur aan al die casino werknemers van 'n geselekteerde casino groep in Suid-Afrika tussen die tydperk Maart 2013 en Mei 2013. Hulle was versoek om die vraelyste self in te vul en terug te besorg aan hulle bestuurders. In daardie jaar was daar 3 032 casino werknemers in diens van die casino groep en 'n total van 1 502 ingevulde vraelyste was terug ontvang.

Daar is verskeie objektiewe deur die outeur gestel om die eind doelwit van die studie te bepaal (c.f.1.4.2). Eerstens was dit om in-diepte kennis op te doen oor die verskeie konsepte wat bestudeer word tydens hierdie studie, deur middel van 'n

literatuurstudie. Hoofstuk 2 (c.f.2.1) bestaan dus uit 'n literatuur analise wat 'n konseptuele raamwerk sal verskaf oor die gelukkigheid van casino werknemers. Hierdie is 'n subjektiewe welstands perspektief.

Die tweede objektief (c.f.1.4.2) was om te bepaal watter demografiese eienskappe 'n impak het op die kwaliteits werkslewe van die casino werknemers. Die vraelys bestaan uit demografiese vrae oor hulle geslag en/of die werknemers dobbel, rook en drink asook wat hul opvoedingsvlak is. Hierdie studie was gedoen in hoofstuk 3 (c.f.3.1), getiteld "The effect of casino employees' demographic variables on Quality of Work-Life domains". Daar is terugvoering gegee op die demografiese eienskappe van die werknemers en dit is vergelyk met internasionale resultate. Verskeie korrelasies en gestandaardiseerde regressies is bevind tussen demografiese eienskappe en kwaliteits werkslewe-domeine. Resultate van die studie het bewys dat die demografiese eienskap wat die meeste invloed op die kwaliteits werkslewe-domeine gehad het, was die werknemers se drink gewoontes. 'n SEM is ontwikkel en dit is bewys om geskik te wees. Dit is ook bevind dat demografiese eienskappe van casino werknemers wel 'n invloed op die kwaliteits werkslewe-domeine het. Hierdie artikel is ingedien by die "***African journal of hospitality, tourism and leisure***" en was aanvaar en gepubliseer in die geakkrediteerde joernaal. "Naudé, R., Kruger, S. & Saayman, M. 2015. The effect of casino employees' demographic variables on quality of work-life domains. *African journal of hospitality, tourism and leisure*, 4(2):1-30."

As 'n derde objektief (c.f.1.4.2), het die outeur gekyk na die casino werknemers se persoonlikheidstipes, wat hulle doen in hulle ontspanningslewe en/of hierdie twee faktore bydra tot hulle gelukkigheid in die werksplek. Die titel van die artikel is "Casino roulette: They say that personality and leisure time makes them happy in the workplace." Hierdie studie is saamgevat in hoofstuk 4 (c.f.4.1) en fokus op korrelasies. Dit is bevind dat positiewe persoonlikheidstipes dit geniet om aan ontspanningsaktiwiteite deel te neem en dat dit 'n invloed op hulle gelukkigheid. Tydens die regressiewe analise is dit bevind dat beide positiewe en negatiewe persoonlikheidstipes groot waarde heg aan hul ontspanningstyd. Laastens, is dit

bevind dat deelname aan ontspannings aktiwiteite die sterkste mediator is tussen positiewe persoonlikheidstipes en gelukkigheid. Die data wat gebruik is met hierdie artikel het ook gelei tot 'n SEM wat die verhouding tussen positiewe en negatiewe persoonlikheidstipes asook die werknemers se ontspanning en hul algehele gelukkigheid. Hierdie artikel is ingestuur in 2015 na die “**South African journal of human resource management**”, 'n DHET geakkrediteerde joernaal. Die outeur wag nog vir terugvoering van die joernaal. “Naudé, R., Kruger, S., De Beer, L., Saayman, M. & Jonker, C. 2015. Casino roulette: they say that personality and what they do in their leisure time makes them happy in the workplace. *South African journal of human resource management*.”

Die vierde objektief (c.f.1.4.2) was om te bepaal of werksvoordele en die werknemers se gevoelens oor hulle maatskappy 'n impak het op hulle gelukkigheid. Hoofstuk 5 (c.f.5.1) is getiteld “Black Jack: do company benefits and feelings have an impact on my happiness?” 'n Positiewe korrelasie is bevind tussen werksvoordele soos personeel etes, 'n mediese fonds, 'n pensioenfonds, 'n bonus asook werknemers se gevoelens oor die maatskappy. Tydens die regressiewe analise is dit bevind dat personeeletes en 'n pensioenfonds positief korreleer met gelukkigheid. Mediators van gelukkigheid van casino werknemers is nagevors en bevind om die volgende te wees: inbly fasiliteite, personeel etes asook 'n bonus skema. Daar was ook 'n SEM ontwikkel gebaseer op al die resultate van die hoofstuk. Hierdie artikel is ingestuur in 2015 na “**Journal of psychology in Africa**” en aanvaar om in die Junie 2016 (*Journal of Psychology in Africa*, 26:3) publikasie gepubliseer te word. “Naudé, R., Kruger, S., De Beer, L., Saayman, M., Jonker, C. & Uysal., M. 2016. Black Jack Does company benefits and feelings have an impact on my happiness? *Journal of psychology in Africa*.”

Laastens in hoofstuk 6 (c.f.6.1) word die studie saamgevat in 'n opsomming, gevolgtrekkings en voorstelle wat gebaseer sal word op hoofstuk 2 – 5. Hierdie inligting kan van groot hulp wees vir casino bestuurders asook die menslike hulpbron bestuurders. Die noodsaaklikheid van kwaliteits werkslewe-domeine kan gesien word in figuur 6.4 (c.f.6.4.1); die belangrikheid om jou werknemers se

persoonlikheidstipes te verstaan en te ken, asook hulle behoeftes om te onstpan. Hierdie gekombineerde SEM sal as 'n hoofstuk in die boek ***Managing Quality of Life in Tourism and Hospitality: Best Practices*** ingesluit word, wat in 2017 gepubliseer sal word. “*Kruger, S., Uysal, M. & Sirgy, M.J., eds. Managing Quality of Life in Tourism and Hospitality: Best Practices. Wallingford, UK: CABI.*” Ter afsluiting is die stand van die werknemers se algehele gelukkigheid bepaal, asook die faktore wat bydra kan lewer om hulle gelukkigheid te bevorder, soos byvoorbeeld werksvoordele en hulle gevoelens oor die werksplek.

Hierdie studie lewer 'n groot bydrae tot die toerisme, menslike hulpbronbestuur en positiewe sielkunde literatuur gebaseer op die resultate van hoofstuk 3 – 5 asook die finale gekombineerde SEM wat gevind kan word in hoofstuk 6 in figuur 6.4 (c.f.6.4.1).

**Sleutelwoorde:** Casino, casino werknemers, kwaliteits werkslewe, kwaliteit lewe, gelukkigheid, persoonlikhede, ontspanning, gevoelens oor die besigheid.

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## LIST OF ACRONYMS

<b>BBBEE</b>	Broad Based Black Economic Empowerment
<b>CASA</b>	Casino Association of South Africa
<b>CFA</b>	Confirmatory Factor Analysis
<b>CFI</b>	Comparative Fit Index
<b>CI</b>	Comparative Index
<b>CSI</b>	Corporate Social Investment
<b>df</b>	Degrees of freedom
<b>DHET</b>	Department of Higher Education and Training
<b>GDP</b>	Gross Domestic Product
<b>GRO</b>	Guest Relations Officer
<b>HR</b>	Human Resources
<b>IBM</b>	International Business Machines
<b>LPM</b>	Low Payout Machine
<b>Mplus</b>	Statistical software programme
<b>PwC</b>	Pricewaterhouse Coopers
<b>QWL</b>	Quality of Work-Life
<b>QOL</b>	Quality of Life
<b>RMSEA</b>	Root Mean Square Error of Approximation
<b>SEM</b>	Structural Equation Modelling
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>SRMSR</b>	Standardised Root Mean Square Residual
<b>SWB</b>	Subjective well-being
<b>TIPI</b>	Ten-Item Personality Inventory

**TLI**

Tucker-Lewis index

**WHOQOL**

World Health Organization  
Quality of Life

**X<sup>2</sup>**

Model Chi-Square

# CHAPTER 1

## Introduction, background and problem statement



*Source: Google images, 2015.*

***“The most important asset our company has is our people”***

Bagby (as cited by Ballou & Godwin, 2007:42)

## **1.1 INTRODUCTION**

Slattery (2002:24) and Melby (2012:100) both maintain that casinos, as a form of leisure for guests, form part of the hospitality industry. Gone are the days when hospitality was seen as merely renting rooms and selling food and drinks (Slattery, 2002:24). Hospitality now also includes the existence of leisure venues that offer their guests leisure facilities and services (Slattery, 2002:25). Casinos, specifically, are a service industry that involves significant person-to-person interaction between the casino employees and the customers (Austrin & West, 2005:307). Services like attending to slot-machine problems, dealing cards at tables and assisting guests with pay-outs are provided at the casino venues by the casino's employees. Austrin and West (2005:312) describe the casino sector as work in a service sector where the premium is placed on customer service and on the value inherent in the interactional quality of transactions.

When the guests are satisfied with the service they have received, they are very likely to return to the casino that has thrilled them (Kralj & Solnet, 2010:711; Wannenburg, Drotsky & De Jager, 2009:317; Wan, 2010:62; Gu & Siu 2009:562). Back, Lee and Abbott (2011:111) concur, in that, unlike most service industries, the way in which a hospitality and casino employee provides the service is key to determining the customer's overall satisfaction with the product or the “experience” which is being purchased. Employees will be able to deliver this service only when they are happy at work and have a positive attitude towards their work place (Kralj & Solnet, 2010:711; Wannenburg *et al.*, 2009:317; Wan, 2010:62; Gu & Siu 2009:562).

Lawton and Chernyshenko (2008:222) maintain that both the demographic characteristics and the employees' personalities dictate the employees' needs and

desires. One example of this could be the employee's age. Older employees would probably prefer time off to spend it with their family rather than taking the opportunity to earn more money (Lawton & Chernyshenko, 2008:223). A single person might, for example, prefer financial rewards and flexible lifestyle arrangements (Lawton & Chernyshenko, 2008:223). Austrin and West (2005:312) noted that casinos select their employees according to their outlook on life, the appropriateness of their attitudes and their personalities, rather than on their technical skills, which could be taught, anyway. Sallaz (2002:405) adds that casino employees are screened for their outgoing personalities, their commitment to quality service and to their stability. An employee's personality, in turn, determines his/her experience of happiness (Zeng, Forrest & McHale, 2013:480; Warr, 2007b:378).

Sirgy (2012:269) confirms that the word "work-well-being (a broad umbrella concept) could also be conceptualised as "Quality of Work-Life (QWL)", "employee well-being", "work well-being", "quality of working life", "employee quality of life" and "happiness in the workplace". Roan and Diamond (2003:114) stated that one of the ways in which hospitality and casino establishments will remain competitive in the globalised environment is by supplying their employees with good Quality of Work-Life (QWL) and Quality of Life (QOL). According to Ventegodt, Andersen, Kandel and Merrick (2008:223), thriving at work could be associated with QOL and QWL. The difference between QOL and QWL is that QWL largely covers work domains like issues of health and safety, economics and the family, social matters, esteem, actualisation, knowledge, creativity and aesthetics. Other associated issues are leisure and feelings about the company, whereas QOL covers life domains such as marriage, family, housing costs, health care, use of time, and work as a separate but component domain (Rice, Near & Hunt, 1980:62). Blauner (as cited by Rice *et al.*, 1980:40) stated that work remains the single most important life activity for most people, in terms of where they spend their time and energy. According to Blauner (as cited by Rice *et al.*, 1980:40; Rice *et al.*, 1980:62), the QWL affects the quality of leisure life, family relations and the basic self-feelings included in the QOL. As Irvine's study indicates, measures of SWB offer key information about the QOL people experience (Irvine, 2015:2; Diener, Oishi & Lucas, 2015:234).

When all of these factors, such as: the demographics, the personality and the QWL domains are considered, it is the employee's happiness that must be the end goal of this study. Happiness is also known as affect, SWB (Warr, 2007b:7) or current mood (Gamble & Gärling, 2012:31), and is seen as an aspect of both QOL and QWL (Ventegodt, Andersen & Merrick, 2003:1170; Warr 2007b:52; Irvine, 2015:2; Tay, Kuykendall & Diener, 2015:839). Happiness and SWB are two terms that are used interchangeably (De Sousa & Porto, 2015:211, Irvine, 2015:13, Tay *et al.*, 2015:839, Myers & Diener, 1995:10). SWB is described by Myers and Diener (1995:11) as a global sense of satisfaction with life, work, marriage and other domains or, as Diener *et al.* (2015:234) explain it: people's evaluations of their lives are their appraisals and reactions indicating that their lives are desirable and are proceeding well. De Sousa and Porto (2015:211) concur, maintaining that individual factors like personality and values can have an impact on happiness, along with organizational characteristics like work. Happiness has a cognitive component formed from individuals' judgements of their life satisfaction (Myers & Diener, 1995:11; Irvine, 2015:9). The second component is affective and consists of the individual's moods and emotions. Zeng *et al.* (2013:471) noted that work has a definite effect on the individual's happiness.

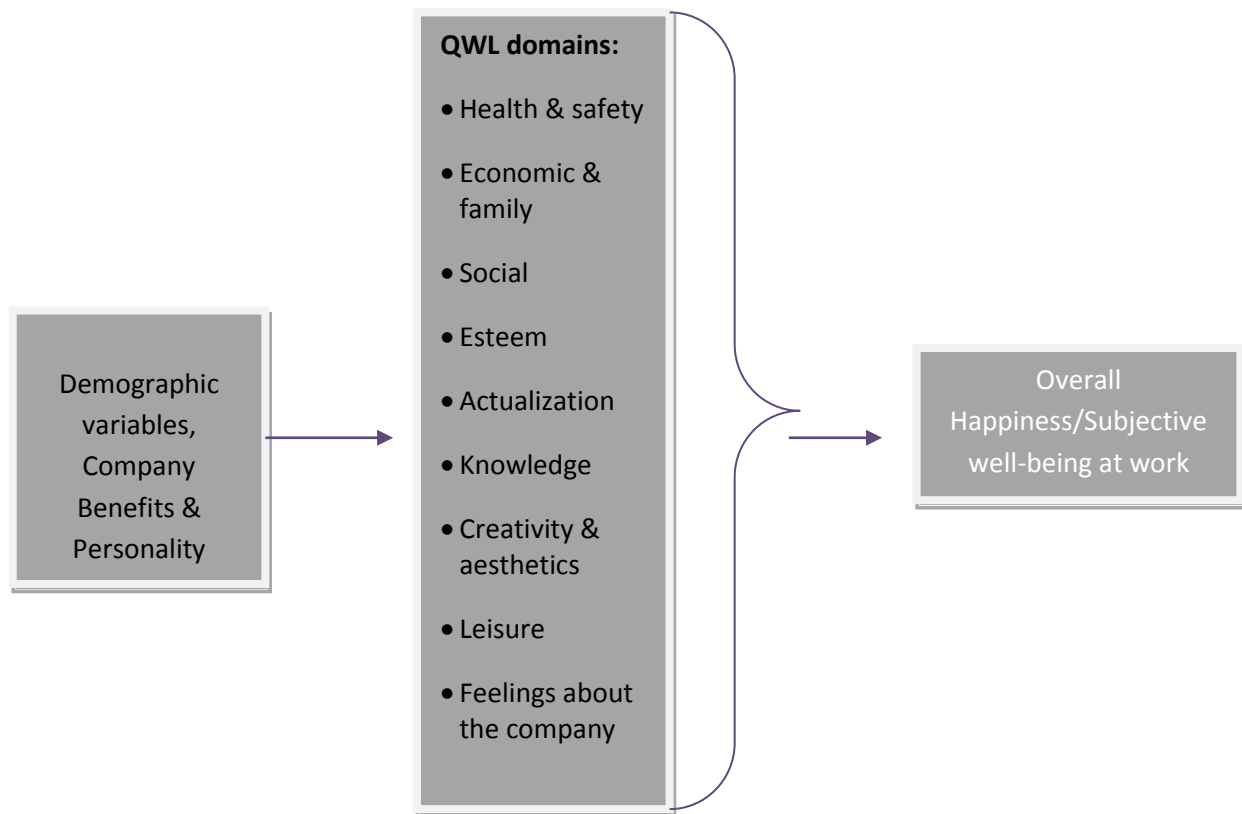
This raises certain questions as to whether casino employees, with their widely varying demographics and personalities, experience any effect in their QWL domains and overall happiness or SWB. The knowledge that will be gained from this research will assist casino Human Resources (HR) managers to identify whether the casino employees are indeed happy in their workplace, and to plan steps that might be taken to resolve issues that are limiting their happiness. In addition to this, a gap in the casino sector could be filled by using a Structural Equation Model (SEM) (c.f.6.4.1) to assess the happiness or SWB of casino employees and how it is influenced by personality, demographic characteristics, company benefits and QWL domains. This SEM will determine whether there indeed exists a connection between casino employees' demographic variables, personality, QWL domains, company benefits and, ultimately, the happiness they experience. As can be seen in Figure 1.1, the study will focus on three basic features of the casino employees which can

be useful to casino human resources managers. Firstly, the demographic variables of the casino employees and the effect it has on their QWL domains, will be studied. Secondly the casino employees' personalities and leisure life and the ultimate effect it will have on their happiness experienced, will be considered. Furthermore, there will be focus on casino employees' feelings about the company and the company benefits and, ultimately, the happiness experienced by casino employees. As shown in Figure 1.1, QWL domains are domains such as *Health and safety, Economic and Family, Social, Esteem, Actualisation, Knowledge, Creativity and Aesthetics, Leisure, Feelings about the company and Overall Happiness at work*. Thirdly, a SEM will be formulated to depict the effect of casino employees' demographic variables, personality and company benefits on their QWL domains and the happiness they currently experience.

This research forms part of the theoretical framework of SWB, also known as happiness, with all the variables that can affect it. An example of this is, for instance, casino employees' personalities, which can affect their experience of general happiness. The same could be said of the casino employees' health and safety, leisure or family, which can have an effect on the happiness they experience at work. The aim of this chapter is therefore to provide background information on the topic. This will be followed by the problem statement. The objectives of the study, the proposed research methods, and the contribution of the study will then be stated. This chapter will conclude with a clarification of the key concepts and an indication of the contents of the chapter.

## **1.2 BACKGROUND TO THE STUDY**

In the latest reports from CASA (Casino Association of South Africa), it is stated that, during the 2011/2012 financial year, the casino sector of South Africa experienced an 8% increase in gross revenue for the year, which resulted in R18 billion gross revenue (CASA, 2012:6). Eighty percent (80.7%) of this revenue was generated by casinos *per se* (CASA, 2012:6). Pricewaterhouse Coopers (PwC) (2014:9) reports for the year 2013, that casino revenues totalled R16.5 billion in gross revenues.



**Figure 1.1: A literature framework focussing on casino employees’ demographic variables, personality, QWL domains and current happiness or subjective well-being**

**Source: Author’s own compilation based on Naudé (2011:4)**

This is a growth of only 0.6% due to the weak South African economy and increase in pay-out rate of casinos (PwC, 2014:9). In the recent past, South Africa has experienced a great deal of economic turmoil, but this has not prevented casinos from continuing to expand, to refurbish and to further improve their properties. An estimated R833 million was spent on refurbishing the South African casinos, leading to 118 more workers being employed (CASA, 2010:11). According to Nikki Forster from PwC (2014:6), casinos are often associated with “glamour, high rollers and opulent settings” even though the business itself has low margins, stringent regulations to comply with and profitability that depends on the volumes of customers. Eadington (1998:55), Austrin and West (2005:309) and Cotti (2008:38) further determined that casinos lead to other benefits, such as tourism development,



economic revitalisation and positive economic spin-offs that stimulate local and regional economies and provide tax revenue for the government. This is not to overlook job creation and investment stimulation. Gaming venues, better known as casinos, form the sector to have received the most significant investments in South Africa (Visser & Rogerson, 2004:207). With such large numbers of casinos being made available to gamblers, one then has to ask whether their mere availability is enough to appeal to gamblers and therefore to be profitable. Casinos ought to be innovative, and have a greater focus on customer service on the part of the casino employees (McCartney, 2005:43). Wannenburg *et al.* (2009:317) found that the quality of service that gamblers experience in the casino influences their choices, perceptions and overall satisfaction. Casinos have to offer a complete service package to visiting gamblers. Most importantly is the quality service delivered by the casino employees (Wannenburg *et al.*, 2009:317).

South Africa currently has 38 casinos, with two more licences available for new casinos, 830 tables and 22 688 slot machines distributed throughout the country (CASA, 2012:11; Calicchio, 2015). Casinos in South Africa have to function optimally, and 34 019 employees are employed in offering services to the estimated 64 043 838 visitors who frequently visit these establishments in South Africa annually (CASA, 2012:11). Casino complexes not only generate casino jobs, but also lead to additional jobs and investments in areas like economic and tourism development, the displacement of illegal gaming and generation of tax revenue (Eadington, 1998:60). This means that employees are now also, directly or indirectly employed by other sectors working in collaboration with casinos, such as theatres, restaurants, fast food outlets, cinemas, entertainment areas, casino supply firms, outdoor recreation, retail outlets, hotels, conference facilities and sporting events (CASA, 2010:11; Eadington, 1998:60). This further increases the number of workers employed in South Africa because of casinos to a significant additional 18 242 in number (CASA, 2012:11).

Despite this large number of casino and casino-related employees, minimal research has been conducted on South African casino employees. Finding up-to-date information on casinos also posed a challenge. As will be noted, the latest statistics available from CASA are dated 2012. This indicates the need for research into the demographics, QWL domains and happiness or SWB of these casino employees. Austrin and West (2005:307) noted that research on hospitality focuses mainly on the conventional forms of hotel and restaurant work, again pointing to the need to focus on the casino sector. Taormina and Kuok (2009:276) found that, despite the large number of employees working in the casino sector, large-scale empirical research is absent when it comes to the psychological characteristics and attitudes of casino employees. The writers added that most research on gaming has focused on problem gaming but has not paid attention to other aspects of casinos, such as the employees, the ethical issues, happiness at the casinos, and the physical demands of casinos as a work place (Taormina & Kuok, 2009:276). There are many other areas that could provide significant areas for research (Taormina & Kuok, 2009:275). When these are eventually investigated, it will provide enlightenment on the entire gaming industry (Taormina & Kuok, 2009:275).

Various companies in the South African casino sector compete amongst themselves for their share of the gaming market. These competitors include Tsogo Sun Gaming, London Clubs International, Peermont Global and Sun International (CASA, 2012:30; PwC, 2014:20). Tsogo Sun is currently the largest hotel, gaming and entertainment company in South Africa with 14 casinos and over 90 hotels in South Africa, Africa and the Seychelles (CASA, 2012:31). The second group is the Peermont Group of hotels, casinos and resorts. It is one of South Africa's most dominant hospitality groups, with over 3 200 slot machines, 140 gaming tables and over 1 600 hotel rooms (CASA, 2012:31). Next is Sun International, which was established in 1983, with 22 casinos in South Africa and additional entertainment operations in eight countries, including Zambia, Nigeria, Botswana, Namibia, Lesotho, Swaziland and Chile (CASA, 2012:32). London Clubs International is part of Caesar's Entertainment Corporation and is one of Europe's leading casino companies, with a diverse

portfolio of 14 entertainment and gaming locations throughout the United Kingdom, South Africa and Egypt (CASA, 2012:32).

This results in a great deal of competition among South African casinos. Kralj and Solnet (2010:711) stated that the mere act of building a casino is no longer enough to ensure the attraction and retention of customers. A competitive advantage from the casino's side is needed to ensure the sustainable success of the casino (Kralj & Solnet, 2010:711; Wan, 2010:62). Austrin and West (2005:306) pointed out that there has been a growth in commercial entertainment which has led to the expansion of legal gaming in the form of casinos, leisure centres and casino-hotels in new locations. New casinos have been modelled in part on the success of the gaming industry in Las Vegas, and have ultimately led to economic regeneration in countries such as Australasia, North America, South Africa and Western and Eastern Europe (Austrin & West, 2005:306). Since the 1994 democratic transition, tourism has become recognised as an increasingly important sector in South Africa's economy. It has also achieved the government's goals for reconstruction and development (Visser & Rogerson, 2004:201; Austrin & West, 2005:307). The development of casino gaming has been identified by Rephann, Dalton, Stair and Isserman (1997:162) as the latest growth wave in a series of gaming booms, with enormous gaming revenues. The different forms of gaming activities include lotteries, LPMs (Limited Payout Machines), pari-mutuel racing, sports betting, bingo and then casinos with machine and table gaming (Rephann *et al.*, 1997:162).

McCartney (2005:43) stated that casinos form part of a country's tourism product offering. Casinos can be bundled or packaged together to bring enhanced entertainment, leisure and enjoyment experience to tourists (Austrin & West, 2005:305). Rephann *et al.* (1997:161) and Austrin and West (2005:307) stated that casino gaming is adopted by countries that struggle economically and they use casinos as a successful development strategy. Rephann *et al.* (1997:165) are of the opinion that, in many respects, casino gaming seems to be superior to other tourism sectors, as these are normally faulted by providing low-paying, part-time seasonal jobs. Under the new post-apartheid licensing dispensation, a total of 40 new licences

have been awarded, leading to a spatial shift of casino investments in major urban centres (Visser & Rogerson, 2004:207).

Visser and Rogerson (2004:208) indicated that, as the Western Cape and Gauteng enjoy the highest levels of disposable income, these two provinces have proved very attractive to investors in the casino sector. Rephann *et al.* (1997:165) maintain that casino gaming is most popular among older and more affluent people, normally from the middle and upper middle class. CASA (2012:3) noted that South Africa's casino sector is currently internationally regarded as an example of the best-practice regulation, with the National Responsible Gaming Programme being viewed as one of the worlds most successful and effective programmes of its kind.

Casinos are currently viewed as a great source of taxation revenue, with sizeable investments in tourism infrastructure and community facilities, and the creation of entry-level and non-seasonal service jobs (Rephann *et al.*, 1997:165). Local economies are stimulated, local property values increase, and fewer residents draw on government assistance, putting upward pressure on wages, reducing public assistance costs, creating business opportunities for local enterprises and promoting economic empowerment for previously disadvantaged communities (Rephann *et al.*, 1997:165). Casinos therefore bring numerous benefits to South African society (CASA, 2012:3; Rephann *et al.*, 1997:161). Industries that benefit from casinos include financial insurance, retail trade, real estate, construction companies and many more (Rephann, *et al.*, 1997:175). Rephann *et al.* (1997:161) mentioned the downside of casinos in that local governments and local people do not seem to reap their share of benefits, as the majority of the income generated by casinos is dissipated in leakages outside the host country.

South African casinos have invested about R20bn in infrastructure that has led to the development of world-class entertainment destinations (CASA, 2012:4). This has included more than 7 000 hotel rooms, road upgrades, the 10 384 conventions that

have taken place in convention centres, tourist attractions, theme parks, 161 restaurants, and sports and eventing facilities that host up to 226 sports events per year (CASA, 2012:4, 12). South African casinos also led to the artistic revival, with 16 theatres, various museums and the development of 62 new cinema complexes (CASA, 2012:4). Casinos in South Africa have created over 100 000 direct and indirect jobs, even giving opportunities to people with no previous work experience (CASA, 2012:4). Other contributions that the South African casinos have made are a sum in excess of R50 billion to GDP (Gross Domestic Product) in terms of economic multipliers and R80 million per year being invested in community social investment. There has also been an investment of R10 million per year in an internationally recognised responsible gaming programme (CASA, 2012:4). In terms of taxes for 2011/2012, casinos have accounted for more than R1.8 billion in Provincial Gaming Taxes and VAT, and have contributed more than R4,7 billion to Government revenue (CASA, 2012:4). The gross gaming revenue in 2012/2013 amounted to R16.4 billion, of which the casino sector accounted for 78% (PwC, 2013:7). The casino turnover has grown from the previous fiscal year, despite the country continuing to experience a weak economic environment, declining disposable incomes and deteriorating consumer confidence (CASA, 2012:4; PwC, 2013:7). CASA (2012:5) commented that the casino sector is a capital-intensive business and added that the casino business is abnormally risky, as the markets are difficult to predict. Casinos in South Africa, unlike the rest of the South African business market, have already reached a national score of a Level 2 BBBEE (Broad Based Black Economic Empowerment) Contributor status (CASA, 2012:5), with 12.59% of the casinos being managed by black women. With all of the profits that casinos have made, it has been established that 36.39% of the profit goes to the government, 19.93% to the employees, 10.33% to servicing debt, 14.68% to shareholders and 0.57% to CSI (Corporate Social Investment), which amounts to R83 million (CASA, 2012:8). Contrary to the gamblers' complaints, 90.2% of their money is returned to them in the casinos (CASA, 2012:5).

Hing and Breen (2008:6) listed the various stressors that casino employees have to endure, such as emotional labour because of difficult or intoxicated guests, ethical dilemmas about problem gamblers, heavy and unpredictable workloads, shift work,

boredom, job dissatisfaction and the need and expectation that they should always be upbeat, entertaining and communicative. Roan and Diamond (2003:113) found that this amount of stress was one reason why women, who still bear the bulk of household and childcare responsibilities, do not seek upward career mobility in the hospitality and casino sector.

The work done by the table, slot and cashiering employees brings many emotional stresses, self-monitoring requirements and social relations trials (Austrin & West, 2005:313). Their technical skills are just as important (Austrin & West, 2005:313). Dealers, for instance, must be able to handle the cards rapidly and correctly. They have to manage the wheel, chips and money under pressure (Austrin & West, 2005:314). The dealers must also be quick and accurate in determining wins and losses, collecting losses from the gamblers and paying the correct winnings (Warr, 2007b:276). In an interview conducted by Taormina and Kuok (2009:276) with dealers from Macau, the dealers mentioned that they were stressed even more by their managers, who become angry if the dealers lose spins or deals, and by the players, who become angry if the dealer wins. Their work is so intense that regular breaks of 15 minutes every 45 minutes are suggested (Austrin & West, 2005:314). Graves (2008:21) noted that a cashier does about 10 times more transactions over an eight-hour period than a bank teller would do and at a continuous rate. Slot attendants are employed as facilitators rather than as technicians. They have to oversee banks of machines, report slot machine failures, attend to any customer queries or complaints, encourage customers to bet larger sums, play more frequently, and arrange pay-outs for winners (Austrin & West, 2005:318). It is a fact that these employees are constantly monitored, by cameras and by managers for errors and mistakes, all further adding to the pressure of their work (Austrin & West, 2005:314). All three of these jobs, dealers, cashiers and slot attendants, are seen as routine work, but it must be realised that this work takes place in a fast-paced casino environment, bringing about a great deal of pressure for the affected employees (Taormina & Kuok, 2009:276).

Internationally, the gaming world is currently expanding and is growing at a rapid pace. This is leading to a heightened demand for casino employees with certain demographic and personality qualities who can deliver quality service (Kale, 2007:1). A casino in Auckland, New Zealand, for instance, has an employee gender split of 60% female and 40% male. The majority of the females are immigrants from other countries (Austrin & West, 2005:308). Taormina and Kuok (2009:288) studied a casino in Macau and found that the male employees were more satisfied than the females, who reported emotional exhaustion. Taormina and Kuok (2009:288) remarked that this fact could reflect the traditionally male-dominated casino environment.

When examining the personalities of casino employees, neuroticism, characterised by for instance, worry, anxiety and paying the correct winnings emerged (Taormina & Kuok, 2009:276). An employee with this type of personality might not be able to cope with the fast-paced work environment of the casino (Taormina & Kuok, 2009:276). Casino employees should also be able to suppress their own emotions, ensuring that they do not show any preference for, or aversion to, particular guests (Taormina & Kuok, 2009:276). Liu (2010:16) found in his study that agreeableness, conscientiousness and openness, as people with these personality characteristics, have the highest job satisfaction. Lee (2009:23) remarked that casinos are looking for extroverted candidates who have the ability to interact with customers, but also to “perform” to the customers. Taormina and Kuok (2009:291) found that casinos look for dealers who are emotionally stable and who will be able to remain calm in stressful situations and perform well in their work, which inevitably leads to job satisfaction. Typical competencies sought when hiring casino employees are a “people’s focus” (oral and written communication, teamwork and inter-personal relations), the ability to handle information (finding facts and solving problems), dependability (orientation towards quality, organisation, self-empowerment and reliability), energy, (customer focus, resilience and initiative) and good surveillance practices (Kale, 2007:6, Austrin & West, 2005:307). McCain, Tsai and Bellino (2010:993) completed their study on all of the ethical issues that casino employees have to face in the workplace. These issues typically involve the large sums of cash

on the casino floor and working with the (sometimes very generous) tips that they receive, as well as ensuring that the gamblers are not “problem” gamblers (McCain *et al.*, 2010:993).

Gu and Siu (2009:563) remarked that customer services are provided by the casino employees and that the happiness of the employee directly affects the quality of these services. This supports the view that customer satisfaction is founded upon employee job satisfaction and happiness. Indeed, Roan and Diamond (2003:91) found that Australian hospitality employees experience a dire QWL and suggested strongly that the hospitality industry urgently pay more attention to the QWL offered to their employees. They argued that the improved QWL would enable the casinos to attract and retain a high level of quality in their employees, thus leading to greater customer satisfaction with their product. Wan (2010:70) determined that table dealers have the correct view of themselves in the casino sector. These dealers feel that they play a crucial role in shaping the gamblers perceptions of their company (Wan, 2010:70). Such employees generally showed willingness and eagerness to learn more about the strategies and policies of their employers so that, in turn, they are able to improve their service performance (Wan, 2010:70).

For casino employees to be happy in their work, they need to experience a good QWL and QOL. QWL looks at ways of improving and looking after the overall welfare of employees in the various facets of the work place (Kotzé, 2005:97). QWL consists of various work life domains which need to be satisfied, such as *Health and safety, Economic and family, Social, Esteem, Actualisation, Knowledge, Creativity and Aesthetics, Leisure, Feelings about the company and Overall Happiness at work* (Roan & Diamond, 2003:95). Sirgy, Efraty, Siegel and Lee (2001:241) maintain that QWL affects not only the various life domains, as mentioned above, but also their job satisfaction. These work life domains are confirmed by the research completed by Wan (2010:63) on casino dealers’ job perceptions, which ultimately led to satisfied or dissatisfied guests. These six perceptions are *Employee involvement and*



*empowerment, Motivation and rewards, Teamwork, Communication, Training and development and Security* (Wan, 2010:63).

Another significant challenge that any casino employee has to face is the limited time available to take part in leisure activities. Leisure is seen as one of the life domains that form part of the QWL experience (Roan & Diamond, 2003:91). Lewis (2003:343) went further, stating that paid work dominates people's lives nowadays, contrary to the previous belief that the technological revolution would bring an increase in leisure time for workers. Employees are actually working longer and more intense hours than ever (Lewis, 2003:343). In a study completed by Prizmić, Lipovčan and Burušić (2009:271), it was found that job satisfaction is definitely predicted by one's satisfaction at balancing work with family life. The authors added that the additional time spent at work rather than with one's family is related to experiencing a lower QOL (Prizmić *et al.*, 2009:272). Lloyd and Auld (2002:45) confirmed this, and found that leisure activity and leisure satisfaction have the most positive and significant influence on an individual's QOL. Finally, Prizmić *et al.* (2009:277) concluded that employees' opportunities to experience off-the-job or leisure activities are definitive predictors of well-being and happiness.

Anderson, Crous and Schepers (1996:14) maintained that job satisfaction and employee motivation could be directly linked to the QWL experienced by the employees. Therefore, if an employee experiences a good QWL, their job satisfaction and employee motivation will also increase. Gu and Siu (2009:564) stated that, given the importance of job satisfaction, if quality service and organisational commitment are to be delivered, it is essential for service companies to understand the various drivers behind employee job satisfaction.

Various negative outcomes that casino establishments can expect when employees do not have a good work-life balance include absenteeism, high labour turnover, low organisational commitment, weak performance, job dissatisfaction, poor mental and physical health, alcohol and substance abuse, marital problems and poor

relationships with family and an overall dissatisfaction with the employee's family life (Deery & Jago, 2009:102). On the other hand, another advantage of leisure participation identified by Coleman and Iso-Ahola (1993:111) includes being better able to cope with stress. This leads to the development of friendships in the context of leisure, and the confirmation of self-determination owing to perceptions of freedom and control, competence and intrinsic motivation (Coleman & Iso-Ahola, 1993:111). Nawijn and Veenhoven (2011:46) concluded that happy people go on leisure trips, specifically holiday trips, and that these trips further boost their happiness. Veenhoven (2012:63) adds to this by stating that happiness is a main goal for most individuals. An individual's overall happiness is determined by the "degree to which an individual judges the overall quality of his/her own life as a whole favourably" (Veenhoven, 2012:67). In addition, Lu and Hu (2005:329) noted that happiness is a direct indicator of leisure effects.

A study conducted by Lu and Hu (2005:325) found that there is a relationship between leisure and the individual's personality. Regarding personality, there is a "Big-Five factor" that describes five main personality types which will also be examined during this research (Goldberg, 1990:1217; Kalshoven, Hartog & De Hoogh, 2011:351). Pishva, Ghalehban, Mordai and Hoseini (2011:431), together with Lucas and Diener (2009:95), determined that basic personality structures underlie the tendency to be either happy or unhappy. Neuroticism and psychoticism would typically be negatively associated with happiness, while extraversion is positively related to happiness (Pishva *et al.*, 2011:431). Lucas and Diener (2009:95) went a step further by finding that these personality characteristics are stronger than correlations with any other demographic predictors or major life circumstances. They believed that "a theory of well-being that fails to incorporate personality characteristics would be incomplete, and much of what we know about well-being comes from taking a personality perspective on the construct" (Lucas & Diener, 2009:95). Warr (2007b:328) seconded this with his findings that those who scored higher on neuroticism as a personality type reported greater unhappiness. An individual's personality therefore has a definite effect on the happiness currently being experienced (Warr, 2007b:335; Forrest & McHale, 2012:7).

Happiness is seen as a function of a person him/herself, that is, the inputs received from the environment as well as how an individual evaluates their own current life (Warr, 2007b:327; Diener, Scollon & Lucas, 2003:213). Diener *et al.* (2003:188) list a few alternative meanings of happiness, such as pleasure, life satisfaction, positive emotions, feeling that you have a meaningful life and a feeling of contentment. Diener *et al.* (2003:191) stated that someone's happiness is based on the QOL that they experience. Warr (2007b:403) maintained that happy people behave more effectively and productively in their companies. Other consequences of having happy people at the work place include lower absenteeism, lower staff turnover, good interpersonal effects, more energy and greater persistence (Warr, 2007b:431).

### **1.3 PROBLEM STATEMENT**

Januwarsono (2015:9) argues that, in the globalised workplace, businesses face fierce competition. Economic, social, political and technology factors often influence competition in the business environment (Januwarsono, 2015:9). Currently, businesses require a framework of change, if they are to succeed. For businesses to flourish, this must include their employees with a focus on their well-being (Januwarsono, 2015:9). Unhappiness in the workplace causes psychosomatic complaints, such as: "depression, anxiety, stress, and emotional disorders", which affect their work life and their personal lives, causing them to take frequent sick-leave and become very unproductive (Januwarsono, 2015:9). This study will be completed within the casino sector and therefore be able to give casino human resources management guidance regarding issues relating to this industry.

According to Global Casinos and Gaming Industry Profile (2016:16) and Galaviz (2012:87), the casino industry forms part of the tourism industry, contributes to tourism revenue and is currently relevant to the tourism growth pattern. Casino employees work in a twenty-four-hours-a-day, seven-days-a-week, 365 days-a-year operation that leads to long, unsociable, irregular and difficult hours (Deery & Jago, 2009:105; Roan & Diamond, 2003:96). These employees are exposed to and become familiar with having ready access to gambling, alcohol and tobacco (Lee,

LaBrie, Rhee & Shaffer, 2008:191; Hing & Breen, 2005:25). Graves (2008:21) stated that it is no longer enough for casino employees just to be awake for work at two in the morning. A casino employee has to be able to deal with customers who have consumed too much alcohol or who have lost too much money at the casino, and with customers who are in a disgruntled mood (Graves, 2008:21). Roan and Diamond (2003:111) confirmed these findings by stating that employees in the hospitality and casino sector complained about the unsociable hours of work, especially the late nights that have a definite and adverse effect on their social life. In addition, the existing work culture accepts and supports the abuse of alcohol as a way of dealing with the industry's associated stress (Deery & Jago, 2009:105). Graves (2008:21) gives examples of additions to these stresses by noting that the casino employees have to stand on their feet for long periods and, to make matters worse, this often happens in a heavy smoking environment. Eade (1994:43) noted that employees are the most important asset of the gaming sector and results indicate that casino employees have not moved beyond the survival stage of Maslow's hierarchy of needs, with wages and security still their top job satisfiers.

To assist management in ensuring that these casino employees are happy in the workplace, the author had to study their demographic variables and the QWL domains, looking specifically at their personalities, leisure life needs, their feelings about the company, the company benefits to which they have access and would like to enjoy, and then, finally, the big question: How happy are they in the workplace? As the importance to the casino sector of happy employees has been highlighted, there are certain focus areas in the casino sector that need to be researched. The question, therefore, is: ***How happy are casino employees in the workplace? A subjective well-being perspective.***

#### **1.4 GOAL OF STUDY**

In this section, the various goals and objectives of this study will be presented.

#### **1.4.1 Goal**

The goal of this study is to develop a framework of happiness for casino employees: a subjective well-being perspective.

#### **1.4.2 Objectives**

To ensure that the overall goal of the study is met, the following objectives have been set out:

##### **Objective 1**

To conduct a literature review to gain further insight into the subject of the casino sector in South Africa, casino employees, company benefits, SWB and happiness, personality and QWL domains. The literature review will provide valuable information about the various studies that have been completed and the conclusions that have been drawn from the studies, together with the findings of the various authors.

##### **Objective 2**

Article 1: To determine the influence of the demographic variables of casino employees on their QWL domains at the casino. Based on the results, a SEM was developed.

The following null hypotheses were tested in this article:

Hypothesis <sup>1</sup>: There is no significant relationship between casino employees' smoking habits and their leisure time QWL domain.

Hypothesis <sup>2</sup>: There is no significant relationship between casino employees' smoking habits and leisure preferences QWL domain.

Hypothesis <sup>3</sup>: There is no significant relationship between casino employees' gaming habits and their health and safety QWL domain.

Hypothesis <sup>4</sup>: There is no significant relationship between casino employees' drinking habits and their economic and family QWL domain.

Hypothesis <sup>5</sup>: There is no significant relationship between casino employees' drinking habits and their esteem QWL domain.

Hypothesis <sup>6</sup>: There is no significant relationship between casino employees' drinking habits and their actualisation QWL domain.

Hypothesis <sup>7</sup>: There is no significant relationship between casino employees' smoking habits and their knowledge QWL domain

Hypothesis <sup>8</sup>: There is no significant relationship between casino employees' drinking habits and their knowledge QWL domain.

Hypothesis <sup>9</sup>: There is no significant relationship between casino employees' drinking habits and their creativity QWL domain.

Hypothesis <sup>10</sup>: There is no significant relationship between casino employees' smoking habits and their feelings about the company QWL domain.

Hypothesis <sup>11</sup>: There is no significant relationship between casino employees' drinking habits and their feelings about the company QWL domain.

### Objective 3

Article 2: To develop a SEM depicting the effect of casino employees' personalities and leisure life and the effect these have on the happiness they experience.

### Objective 4

Article 3: To develop a SEM framework depicting the effect of the company benefits casino employees experience as well as their feelings about the casino and the effect it has on the happiness they experience.

## Objective 5

To draw conclusions and make recommendations drawn from the results of the study. A combined SEM will be developed to depict the models of all three articles combined.

### **1.5 METHOD OF RESEARCH**

This research will be completed using quantitative research methods, which means that the author will be deducing substantiation for a theory by measuring variables which result in numeric outcomes (Field, 2013:882). The author is currently employed at one of the casino groups' units. This has supplied the author with the opportunity of building up valuable contacts in the casino sector as well as presenting the research proposal to the HR Director, who gave her consent for this study to be completed at the specific casino groups' various units. The questionnaires were mailed to the appropriate slots, tables and cashiering managers, who then ensured that the casino employees at the casinos filled in the questionnaires. This was supported by a memo from the HR Director, motivating staff members to participate in the study. Efforts were made to assure the participants of the confidentiality of their responses. Primary data were captured by means of the respondents completing the questionnaires themselves. In addition to this, secondary data concerning the topic will be gathered from existing literature sources.

### **1.6 LITERATURE STUDY**

The author consulted a number of literature studies that are relevant to the proposed study. The literature studies that have bearing on the present are cited. These secondary sources have been examined to ensure an in-depth understanding of the topic. These resources also add facts and help to form a conceptual framework for this topic based on the author's own interpretations. Sources consulted include books, the internet, journal articles and various scientific databases, as well as

tourism, services, gaming and workplace-related literature. Scientific databases consulted during this research include SABINET, EBSCOhost, Sae Publications, Emerald, JStor, Pro Quest, SACat and Science Direct.

The keywords of importance during this research were Casino Employees, Personality, QWL, Leisure, Company Benefits, Feelings about the company and Happiness, also known as SWB. Together, these sources formed an in-depth literature study, which will be followed by the most important source of facts, that is, this research, and will conclude with the conclusions drawn from the information gathered during the research. Short descriptions of some of the most relevant literature sources covering previous studies on these topics are summarised in Table 1.1. This clearly indicates the need for casino employees to be studied and confirms the various areas focussed on during this study namely company benefits, personality, QWL domains and happiness.



**Table 1.1: Previous studies on Casino Employees, Personality, QWL, Leisure, Company Benefits and Happiness**

Areas of research	Author	Title of article/book	Short description
<b>Casino employees</b>	Stedham and Mitchell (1998)	Sexual harassment in casinos: effect on employee attitudes and behaviours.	The study focused on casino employees who experienced sexual harassment and how their job satisfaction and commitment to their organisation declined.
	Back <i>et al.</i> (2011)	Internal relationship marketing: Korean casino employees' job satisfaction and organizational commitment.	This research focused on ways to improve casino employees' job satisfaction, enhance their organisational commitment and decrease their intention of job turnover.
	Hing and Breen (2005)	Gaming amongst gaming venue employees: counsellors' perspectives on risk and protective factors in the workplace	Hing and Breen focused on gaming employees and the fact that they are an at-risk group for problem gaming owing to all the factors relating to their working in a gaming environment. What factors contribute and do not contribute to employees developing problem gaming behaviour.
	Liu (2005)	A day in the life of a casino host.	Liu spent some quality time with casino hosts to see what their daily routine consists of and all the tasks they are required to do.
<b>Personality</b>	Lu and Hu (2005)	Personality, leisure experiences and happiness.	This study focused on determining the relationship between people's personalities and the leisure they experience. Inevitably, it was also determined that leisure may indeed lead to happiness.

<b>Personality</b>	Kalshoven <i>et al.</i> (2011)	Ethical leader behaviour and the big-five factors of personality.	In this paper, the authors confirm the five basic factors in people's personalities and their relationship with ethical behaviour.
	Judge, Heller and Mount (2005)	Five-factor model of personality and job satisfaction: a meta-analysis.	The basic five-factor model of personalities is being researched. The correlation between job satisfaction and neuroticism proved to be the strongest.
	Tsigilis and Srebauite (2015)	Does self-esteem mediate the association between personality traits and happiness? A structural equation modelling approach.	Greek adults from Greece were studied to determine the association between personality, self-esteem and happiness. Extraverts proved to be happier people while neuroticism correlated negatively with happiness.
<b>Leisure Life</b>	Lloyd and Auld (2002)	The role of leisure in determining quality of life: issues of content and measurement.	An article measuring the relationship between one's leisure and one's quality of life experience resulting in the conclusion that leisure satisfaction is the best predictor of quality of life.
	Coleman and Iso-Ahola (1993)	Leisure and health: The role of social support and self-determination.	A study focusing on the ways in which leisure can contribute to a person's health. Leisure as a way of coping with stress, creating a positive mood, developing social friendships and leading to intrinsic motivation.
<b>Leisure Life</b>	Lewis (2003)	The integration of paid work and the rest of life. Is post-industrial work the new leisure?	Paid work is starting to dominate people's lives and there should therefore be a greater focus on having a good QWL balance that includes leisure.
	Ngai (2005)	Leisure satisfaction and quality of life in Macao, China.	A study conducted on people from Macao, investigating the relationship between their leisure satisfaction and QOL.

<b>QWL</b>	Cho <i>et al.</i> (2006)	Measuring the impact of human resources management practices on hospitality firms' performance.	During this research, various human resources management practices were researched and assessed. It was found that the QOL practice at the workplace reduced turnover.
	Roan and Diamond (2003)	Starting out: The quality of the working life of young workers in the retail and hospitality industries in Australia.	In the light of increasingly negative work pressure, the authors looked at the QWL experienced by Australian hospitality employees and concluded that their QWL experience and commitment to their companies were very low.
	Gillette (2008)	A high quality of work life pays off for employees and businesses.	Gillette listed all of the advantages and positive results that both employees and employers experience when a business offers its employees a high QWL.
<b>Company benefits</b>	Ahmed and Ahmed (2014)	The impact of indirect compensation and employee performance: an overview.	Ahmed and Ahmed pursued different types of indirect compensation and considered how these programs can be utilized more effectively.
	Yousaf, Latif, Aslam and Saddiqui (2014)	The impact of financial and non-financial rewards on employee motivation	During this study it was found that financial and non-financial rewards are significant factors which make an impact on employees' motivation. Money proved to be the main motivation for employees
	Ahmad and Scott (2015)	Fringe benefits and organisational commitment: The case of Langkawi hotels.	Various fringe benefits were mentioned that will increase organisational commitment, ranging from sports facilities, free laundry, staff discounts - and the list continues.

<b>Happiness</b>	Myers and Diener (1995)	Who is happy?	Myers and Diener cited age, sex, race and income as factors that do not influence happiness. Factors such as a person's personality traits, a supportive social network, a positive culture, whether the person works and takes part in leisure and whether the person has faith are factors that do influence happiness.
	Veenhoven (2009)	How do we assess how happy we are?	During this research, Veenhoven compared three different theories on happiness and how people evaluate their happiness with their lives.
	Veenhoven (2012)	Happiness: Also known as 'life-satisfaction' and 'subjective well-being'.	The author asks and answers questions like "What is happiness?"; "Can happiness be measured?"; "How happy are people currently?"; "What makes people happy or unhappy?"; "Can happiness be achieved on a lasting basis?"
	Tay <i>et al.</i> (2015)	Satisfaction and happiness – the bright side of the quality of life.	The results of this study indicated that happiness is a top priority for individuals and societies, as it leads to various positive outcomes.

## 1.7 EMPIRICAL SURVEY

This section describes the methods that will be used to conduct the empirical survey.

### 1.7.1 Research design and method of collecting data

A quantitative research approach was followed during this research. This will ensure that trends and relationships between variables can be measured. Three important elements of any quantitative research are objectivity, numerical data and generalizability (Maree & Pietersen, 2007:145). This whole survey was completed by means of internal mail correspondence with the slots, tables and cashiering managers, who distributed the questionnaire to all the levels of casino employees, who were requested to complete them.

### **1.7.2 Sampling**

The survey followed a non-probability sampling method. This means that participants are selected in a non-random way (Burns & Burns, 2008:202). It ensures that the sample is selected according to equal opportunity (Rumsey, 2011:49). A convenience sampling technique was used to conduct the survey. This implies that participants are chosen because they are conveniently located in one specific casino group and are therefore accessible to the author (Burns & Burns, 2008:203). This study focused on the casino employees from the selected casino company in South Africa. The employees include the tables department employees (table dealers, supervisors, duty managers and general managers), the slots department employees (slots attendants, shift managers, customer desk employees and managers) and cashiering staff (cashiers and shift managers). The casino group currently under consideration had about 3 032 tables, slots and cashiering employees throughout the company in 2013. According to Krejcie and Morgan (1970:608), a population size of 3 500 needs a sample response of 346 respondents to ensure that the results are representative of the population.

### **1.7.3 Development of questionnaire**

A questionnaire was developed by the author, based on the well-tested measuring instrument used by Sirgy *et al.* (2001:264) and further confirmed in the study completed by Roan and Diamond (2003:95) and Naudé (2011:116).

The questionnaire consists of 12 sections, which include *Demographic variables, Personality, Health and Safety, Economic and Family, Social, Esteem, Actualisation, Knowledge, Creativity and Aesthetic, Leisure, Feelings about the company and Overall Happiness at work*. The questionnaire consists of closed-ended questions and it mainly used a 5-point Likert scale, with answers ranging from *Strongly Disagree* to *Strongly Agree*. The questionnaire consisted of Sections A – L. For Chapter 3, Section A of the questionnaire, which covered all the demographic questions and Sections C – K, which focussed on the various QWL domains were

used to gather data in order to achieve the findings. Chapter 4 referred to Section B which covers all the personality questions, Section L which contained the Leisure Life questions and all the Happiness questions. For Chapter 5, the author referred to Section A, which included the company benefits, Section J, which dealt with the employees' feelings about the company and finally Section L, which contained the happiness questions. For the purposes of Chapter 3 – 5 the questionnaire had been deconstructed to suit the methodology of Articles 1 – 3 (c.f.3.5.3 & c.f.4.3.3 & c.f.5.4.3).

#### **1.7.4 Survey**

The first step of this survey was to obtain consent from the selected casino group to conduct this research among their employees. The group HR director was contacted in this regard. The questionnaire was developed and the HR director was given the opportunity to have input into the questionnaire. Once the questionnaire was finalised, the HR director sent a briefing to all of the units, informing them of the research and requesting their co-operation. Certain sections of the questionnaire had been used in national and international studies (Section A, C – K, Naudé, 2011:116; Section C – J, Sirgy *et al.*, 2001:292; Section L, Chiumento, 2007:5), which ensured that no changes had to be made to the questions. The study began in March, 2013. Each unit's human resources manager was sent the questionnaire by postal mail and requested to distribute it among the selected departments under the close supervision of the author. A memo was sent out by the group HR director explaining the goal of the study to all the managers and requesting their support for the findings. Efforts were made to assure the participants of the confidentiality of their responses. All the units were allowed two months to complete the questionnaires and post them back to the author.

#### **1.7.5 Data analysis**

The data captured was entered into Statistical Package for the Social Sciences (SPSS) 22.0 (University of Washington, 2015) – a statistical software programme.

Mplus version 7.1 was used to conduct the numerous statistical calculations, providing the empirical results for the study (Muthén & Muthén, 2012:2).

## **Descriptive statistics**

This is the process of collecting, organising, summarising and presenting sets of numerical data in such a way that the data are quickly and easily described (Swift & Piff, 2005:256; Burns & Burns, 2008:7; Rumsey, 2011:14). An enormous mass of data can thus be reduced to one or two relatively easily understood values, such as averages, percentages or counts (Burns & Burns, 2008:7). Descriptive statistics can be used to describe the characteristics of the sample, to check the variables for any violation of assumptions underlying the statistical techniques and to address specific research questions (Pallant, 2007:53). Descriptive statistics (frequencies) were used in analysing the data. This included demographic data such as gender, year of birth, relationship status, the level of education, added benefits, smoking and alcohol consumption habits. Conclusions were drawn and recommendations made from the results gathered. The data analysis methods that were used are:

- **Correlations**

Correlation is the degree of correspondence or a linear relationship that has been determined between two variables (Swift & Piff, 2005:570; Burns & Burns, 2008:342; Pallant, 2007:101; Rumsey, 2011:282; Field, 2013:872). With the investigation of relationships, the strength and direction (positive or negative) of a connection between two characteristics, both belonging to the same individual/event/equipment, is determined (Burns & Burns, 2008:342; Pallant, 2007:101; Rumsey, 2011:282). A positive correlation indicates that as one variable increases, so does the other and *vice versa* (Pallant, 2007:101). Correlations were calculated to explore the strength of the relationship between QWL domains and the demographics of the casino employees, personality types, leisure and happiness, as well as employees' benefits and their happiness.

- Structural Equation Model

A Structural Equation Model (SEM) is a statistical methodology that takes a confirmatory approach to the analysis of a structural theory that is focused on some phenomenon (Byrne, 2010:3). It can be seen as an extension of path analysis, which models complex patterns of association between the observed and latent variables (Schumacker & Lomax, 2010:186). This will identify causal relationships (Tolmie, Muijs & McAteer, 2011:303) and will provide a quantitative test of a theoretical model that has been hypothesized by the author (Schumacker & Lomax, 2010:2). A SEM consists of two steps. These steps are (a) the causal processes under the study are represented by a series of structural or regression equations and, (b) these structural relations are then modelled pictorially to enable a clearer conceptualisation of the theory behind the study (Byrne, 2010:3). It is then determined that the model is indeed consistent with data (goodness-of-fit). The model then argues for the plausibility of relations among the variables (Byrne, 2010:3). The data was used to test the relationships between personality, leisure, QWL domains and happiness. The end goal of a SEM is to provide a statistically significant, theoretically proven model that gives practical and substantive meaning (Schumacker & Lomax, 2010:74).

- Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is commonly used in the later stages of research to test a model or specific hypothesis about structures and relations between latent variables (Tolmie *et al.*, 2011:287; Field, 2013:872). This analysis will aim to confirm theoretical predictions by testing whether a specified set of constructs is influencing responses in a predicted way (Burns & Burns, 2008:443; Pallant, 2007:179). In this study, the different variables were analysed so as to determine whether or not they predict the various QWL domains, happiness, leisure and personality. As Schumacker and Lomax (2010:5) put it, a CFA will test whether a set of items does indeed define the construct that is presented. CFA provides a way of confirming that a factor structure or model that has been obtained in an Explanatory Factor Analysis is robust and is not simply an unintended consequence of one set of



data (Burns & Burns, 2008:443). A CFA was undertaken on personality, leisure, QWL domains and happiness, allowing the relationship between observed variables and their underlying latent constructs to be tested.

- Model Fit Indices

When a statistical model is developed in a study, the degree to which the proposed model signifies the collected data is known as the fit of the model. The aim will always be to have a model of good fit (Field, 2013:41). A model of good fit therefore indicates that it resembles reality very closely and predictions made based on this model will therefore be accurate (Field, 2013:41). Specifically because the author had a SEM in each article, model fit indicates the degree to which the sample variance-covariance data does fit the theoretical SEM (Schumacker & Lomax, 2010:85). Fit indexes that were used to determine model fit include relative  $X^2$  (model chi-square), df (degrees of freedom), CFI (comparative fit index), TLI (Tucker-Lewis index), SRMSR (Standardised Root Mean Square Residual) and RMSEA (root mean square error of approximation) (Hooper, Coughlan & Mullen, 2008:53; Schumacker & Lomax, 2010:76).

- Omega and Alpha reliabilities

These statistics indicate internal consistency and the extent to which certain items makes up a scale that is related to one another. The more analogous items will be, the higher the reliability (Cramer & Howitt, 2004:79).

- Cross tabulations

These statistics consider the Cramer's V effect size as a correlation coefficient and will indicate the frequency of cases as it is presented according to two or more variables (Cramer & Howitt, 2004:36).

- Regressions

Swift and Piff (2005:563) commented that regressions are a way of investigating trends over time and can be useful for forecasting. A regression

has the ability to predict the value of Y with a particular value of X (Swift & Piff, 2005:585; Field, 2013:880).

- Mediation

Field (2013:408) explained mediation as a situation in which a relationship exists between a predictor variable and an outcome variable, but this relationship can be explained as owing to their relationship with a third variable, which is known as the mediator. Field (2013:408) adds that mediation occurs when the strength of the relationship between the predictor and the outcome variables is reduced, because of the mediator being included in the relationship. A mediator therefore is a variable that reduces the size and/or direction of the relationship that exists between the predictor and the outcome variable (Field, 2013:879). This mediator will also then be associated statistically with both variables.

- Reliability of constructs

Reliability, also known as Cronbach's Alpha, refers to the consistency and stability of questionnaires and findings (Burns & Burns, 2008:410). Pallant (2007:6) stated that the reliability of a scale indicates how free the scale is from random error, while Tolmie *et al.* (2011:294) added that it determines the extent to which items capture an individual's true score. Field (2013:82) explained it very simply, saying that reliability indicates the ability of a measure to produce consistent results when entities are measured under varying conditions. Reliability tests will be done on the following factors to assess their reliability: personality, leisure, QWL domains, feelings about the company and happiness.

### **1.7.6 Limitations of the study**

This study will have limitations. The first limitation is that the author is focusing on just one casino group in South Africa and it will therefore not necessarily have a 100% representation of the total South African gaming industry. The second limitation will be that not all casino employees will be available at the time of the

research owing to varying shifts, employees on leave, sick leave, study leave or employees undergoing training. For this reason, these findings are specific to the casino group in South Africa and cannot be generalized to apply to casino employees nationally and internationally.

## **1.8 DEFINING THE CONCEPTS**

The main concepts of this study will now be defined to give an overview of exactly what will be researched.

### **1.8.1 Casino sector**

South Africa currently has 38 casinos spread across the country (Calicchio, 2015), which generate over 100 000 direct and indirect jobs (CASA, 2012:2). Eadington (1998:57) divided gaming casinos into three broad groups. These are:

1. destination resort casinos in rural or remote areas with the additional requirement of entertaining non-gaming guests;
2. urban casinos built in metropolitan areas; and
3. the widespread placement of gaming devices in specified, convenient locations throughout cities and communities, for example, in bars and taverns.

Casinos, which form part of the gaming industry, are acknowledged to be an increasingly major player in the field of tourism and entertainment (Austrin & West, 2005:307). Casinos are supported by corporate and governmental interests because of their economic regeneration benefits (Austrin & West, 2005:307). Eadington (1998:57) defines gamblers as consumers of gaming activities who voluntarily participate in exciting and interactive endeavours that satisfy a wide variety of psychological and social needs. For the gaming industry to flourish, it is critical that encounters between casino employees and the gamblers achieve a reputation for superior quality, leading to repeat business (Lau, 2000:422). This will be achieved only when the casino employees are happy in the work place.

### **1.8.2 Casino employees**

Wan (2010:62) warns the reader that, for casinos to survive in the extremely competitive market, the main focus should be on having happy, satisfied casino employees. For this reason Hart (2007:1) highlighted the fact that the quality of casino workers' work should be a high priority on the managers' list. Casinos are open 24/7, which means that the employees' work shifts have a lot of face-to-face contact with customers and need to react just-in-time to deliver quality service (Wan & Chan, 2013:350). Casino employees' work characteristics are associated with concepts like boredom, routine, low pay, irregular shift working hours, low status work, lack of control over their work and many rules to be adhered to (Hing & Breen, 2005:36). These employees are exposed to becoming familiar with, and having ready access to gaming, alcohol and tobacco products (Lee *et al.*, 2008:191). Szeliga (2009:22) also reminds us of the effect of personality in the work place.

### **1.8.3 Personality**

Individuals differ from each other in their characteristics (Goldberg, 1990:1216). These different characteristics or traits lead to people being grouped into various personality types. The "Big Five" personalities that have been determined by, amongst others, Goldberg (1990:1216), Kalshoven *et al.* (2011:352) and Warr (2007b:331) are:

1. Extraversion (sociability, friendliness, gregariousness, talkativeness, optimism, energy);
2. Agreeableness (cooperativeness, modesty, trustworthiness, sympathy and consideration for others);
3. Conscientiousness (proactivity, striving, determination to attain goals, dependability, self-discipline);
4. Neuroticism (anxiety, depression, hostility, moodiness, emotional stability); and
5. Intellect (artistic, conceptual and abstract orientation).

Gosling, Rentfrow & Sann (2003:520) worked on the big five personalities and went further by looking at the positive and negative personality types based on the big five

personalities. The author focussed on these ten positive and negative personality types during this study. Bonab (2014:643) also remarked that personality has a definite impact on the happiness experienced. It remains a significant challenge for casino companies to fulfil the QWL needs of all five types of personality and to ensure that they experience happiness.

#### **1.8.4 Quality of Work-Life (QWL)**

Quality of Life is defined by the The World Health Organization Quality of Life (The WHOQOL group, 1998:1570) as an individual's perception of their position in life. This will be in the context of their culture and value systems in which they live and in relation to their set goals, expectations, standards and concerns (The WHOQOL group, 1998:1570). The various domains for QOL were determined by the WHOQOL group (1998:1572) as:

- Physical (pain, energy, sexual activity, rest, sensory functions);
- Psychological (positive and negative feelings, thinking, learning, self-esteem, bodily image);
- Level of independence (mobility, daily living, dependence on medicinal and non-medicinal substances, communication, work);
- Social relationships (personal, social support, being a provider or supporter);
- Environment (freedom, security, home, work satisfaction, financial resources, health, learning, leisure, physical environment); and
- Spirituality.

As can be seen from the domains mentioned, work forms part of an individual's QOL. QWL is, however, more specifically focussed on work than on a situation. QOL encompasses a person's entire life-domain, including that of "work". Therefore, if an individual experiences a good QWL at work, they will also experience a good QOL. Malkina-Pykh and Pykh (2014:52) concluded that satisfaction with life domains is connected with overall satisfaction with life and happiness.

Research into the concept of QWL began in the early 1970s and the International Council for the Quality of Working Life was formed in 1973 (Roan & Diamond, 2003:94). Penny and Joanne (2013:349) sum up QWL as favourable conditions and a working environment that will support and promote employee satisfaction. QWL comprises various life domains, such as:

- *Health and safety;*
- *Economic and family;*
- *Social;*
- *Esteem;*
- *Actualisation;*
- *Knowledge;*
- *Creativity and Aesthetics;*
- *Leisure;*
- *Feelings concerning the establishment; and*
- *Overall Happiness at work*

This is confirmed by Walton (cited by Roan & Diamond, 2003:95). Typical benefits that employers can expect when a good QWL is offered to the employees are lower staff turnover, higher productivity and increased profitability (Gilette, 2008:28). Penny and Joanne (2013:348) highlight the fact that determining whether employees have a good QWL is very important to hospitality and tourism establishments, as this can be a way to attract and retain skilful employees who want to balance their work, family life and other matters, such as leisure life.

### **1.8.5          Leisure**

Leisure, as just mentioned, is one of the QWL domains (Sirgy *et al.*, 2001:242) and can include many different activities, ranging from holiday trips, eating out, visiting neighbours and family, playing board games, doing volunteer work, attending

church, watching television, working on the computer and internet, reading, taking part in musical activities, working in the garden, doing car repairs, handicrafts, taking part in sports or attending sports events, going to the cinema and opera or attending cultural events, even concerts (Nawijn & Veenhoven, 2011:47). Leisure participation is reported by Lloyd and Auld (2002:45) to have a positive influence on people's QOL. Lu and Hu (2005:337) determined that certain personality types are more positively associated with leisure participation, particularly in contrast with neuroticism, which does not correlate with leisure participation. It was found that people of the extravert personality type would typically take part in more leisure activities than would other personality types (Lu & Hu, 2005:337). Leisure leads to relaxation, enjoying life, self-growth, social interaction and the promotion of health (Lu & Hu, 2005:326).

#### **1.8.6 Company benefits**

Ahmed and Ahmed (2014:27) and Yousaf *et al.* (2014:1776) describe employees' benefits as both economic rewards such as wages and salaries and indirect compensation such as benefits like workers' compensation, staff meals, staff accommodation, a pension fund, paid leave and benefits like gym facilities, financial and legal advice and purchasing discounts (Wan & Chan, 2013:350; Ahmed & Ahmed, 2014:29; Yousaf *et al.*, 2014:1776). Ahmed and Ahmed (2014:27) explained that indirect compensation assists a company to attract and retain highly competitive employees. This can also be seen as a strategic way of using resources and gaining a competitive advantage because of the quality employees being retained (Ahmed & Ahmed, 2014:27). It is also a proven fact that, owing to fringe benefits, employees' motivation and performance increase in the work place (Ahmed & Ahmed, 2014:27; Yousaf *et al.*, 2014:1776), which ultimately leads to an increased QWL (Wan & Chan, 2013:350).

### **1.8.7 Happiness (Subjective well-being)**

Tay *et al.* (2015:839) clarify that SWB is also referred to as happiness and is therefore the same thing. Veenhoven (2012:63) and Lucas and Diener (2009:75) stated that the word 'happiness' is often used interchangeably with terms like 'well-being', and is an indicator of QOL (Tay *et al.*, 2015:839). According to Veenhoven (2012:63) and Tay *et al.* (2015:840), happiness is a main goal and has high value in the lives of most individuals. Overall, Veenhoven (2012:65) defined happiness as the degree to which a person judges his/her overall QOL or, in simpler terms, as how much the individual likes the life they are currently living (Veenhoven, 2009:45; Malkinah-Pykh & Pykh, 2014:52). Happiness is a component of SWB, and can be regarded as the extent to which a person thinks and feels that his/her life is going well (Lucas & Diener, 2009:75). In a study by Pishva *et al.* (2011:431), a link was drawn between people's happiness and certain distinct personality types. Pishva *et al.* (2011:431) determined that certain personality structures underlie the tendency to be happy or not. Extraversion is, for instance, positively related to happiness, while neuroticism is not (Pishva *et al.*, 2011:431). It was also determined that leisure participation ultimately leads to greater happiness (Lu & Hu, 2005:339; Nawijn & Veenhoven, 2011: 40).

## **1.9 OUTLINE OF CHAPTERS**

Chapter 1: Introduction, background and problem statement

This chapter outlined the introduction, the problem statement, the aims and various objectives, the method of research applied and the different key concepts being defined. In this chapter, an overview was given of the casino sector, casino employees, personality, QWL, leisure, company benefits and happiness (subjective well-being).

Chapter 2: Literature Review

The literature analysis aims to provide greater clarification on how each key concept is defined. With the in-depth literature analysis, the reader will be given a complete



overview of the casino sector, the casino employees, company benefits, personalities, QWL domains and happiness or SWB. Previous relevant research will be discussed. In this analysis, the importance of undertaking this study will be emphasised, because no literature according to the author was found on the happiness and QWL domains of casino employees in South Africa.

#### Chapter 3: Article 1

The first article examined the demographic characteristics of the casino employees, such as their gender, whether they gamble, smoke or drink and the effect this has on their QWL domains. A SEM was constructed to indicate the effect and relationship between the demographic variables of the casino employees and the QWL domains.

#### Chapter 4: Article 2

The second article depicted the effect of the various personalities of the casino employees, their leisure preferences, how they spend their time and the effect this has on the happiness they experience. A SEM was developed during this chapter to demonstrate the effect casino employees' personalities and leisure life have on their happiness.

#### Chapter 5: Article 3

The final article looked at company benefits, the casino employees' feelings about their company and overall happiness they experience. A third SEM was developed, based on the data gathered for this article to indicate an overall good fit. The model displays the relationship between company benefits and feelings about the casino and the impact it has on their happiness.

#### Chapter 6: Recommendations and Conclusions

The final chapter of the study contains all the conclusions drawn in the foregoing chapters. A combined SEM will also be depicted, based on all three articles' SEM's

as a contribution to literature. Based on these conclusions, recommendations will also be made to assist the gaming industry and management to improve their human resources initiatives regarding the happiness and QWL domains of their casino employees. Based on these conclusions, recommendations will be made for future research on wherever gaps in the research were identified.

Chapter 2 will follow and will consist of a literature review to give a clearer understanding of all the concepts that will be studied.

# **CHAPTER 2**

## **A literature analysis of the key concepts associated with the study**



*Source: Google images, 2015.*

*“Happiness is the meaning and the purpose of life, the whole aim and end of human existence”*

**Aristotle (as cited by Sagatiris, 2013)**

*“...happiness at work is likely to be the glue that remains and motivates the high-quality employees of the future”.*

**Fisher (2010:404)**

## **2.1 INTRODUCTION**

Chapter 2 presents the literature study, which will focus on acquiring a better understanding of the various relevant concepts: *the casino sector in South Africa, casino employees, company benefits, subjective well-being (SWB), personalities, Quality of Work-Life (QWL) domains and happiness in the workplace*, based on literature sourced for this study, as well as findings from previous studies, which in some way support this study.

The casino industry is and has been an important part of tourists’/visitors’ social life, past, present and definitely future (Du, 2006:24). Deery and Jago (2009:97) and Wong and Lam (2013:7) maintain that the 24/7 working hours of casino employees challenges their work-life balance when it comes to a healthy lifestyle, spending quality time with the family, travelling, relaxing and being educated. Austrin and West (2005:306) argue that there has been a growth in commercial entertainment which has led to the expansion of legal gaming, in the form of casinos, leisure centres and casino-hotels in new locations. This has also proven to be the case in the South African context (Van Lill, 2007:67). New casinos have been modelled in part on the success of the gaming industry in Las Vegas and have ultimately led to economic regeneration across various countries like Australasia, North America, South Africa and Western and Eastern Europe (Austrin & West, 2005:306). Since the 1994 democratic transition took place, tourism has become recognised as an increasingly important industry in South Africa’s economy, as well as achieving the government’s

goals for reconstruction and development (Visser & Rogerson, 2004:201; Austrin & West, 2005:307; Hall & Bombardella, 2005:5). McCartney (2005:43) and Austrin and West (2005:305) found that casinos form part of a country's tourism product offering. Casinos can be bundled or packaged together and bring enhanced entertainment, leisure and enjoyment to tourists (Austrin & West, 2005:305). Gaming shows a wave of growth in a series of gaming booms, with gross gaming revenues reaching R18.4 billion in the 2011/2012 fiscal year, with casinos accounting for 81% of this revenue (CASA, 2012:2). In the latest survey conducted by CASA (2012:2), it was pointed out that this positive growth in gaming revenue has taken place despite South Africa's continuing weak performing economic environment, declining disposable income and a decrease in consumer confidence. For these casinos to run optimally, it is imperative that we study the casino employees who "keep the wheels turning". South Africa has 38 licensed casinos (Calicchio, 2015) out of a possible 40 casinos, with 830 tables (offering games like Poker, Black Jack, Roulette and Baccarat), a total of 22 688 slot machines (CASA, 2012:11). 34 019 casino employees in South Africa have to provide to 64 043 838 visitors with excellent service every year (CASA, 2012:12).

Wan (2010:62), Wannenburg *et al.* (2009:317) and Du (2006:24) highlight the importance of the fact that for casinos to remain competitive in the market, it is critical that casino employees deliver quality service. This will ultimately be possible when casino employees are happy in their work place and experience a life filled with SWB. Evidence from Wan and Chan (2013:348) points to the importance of understanding what makes casino employees feel satisfied with their working lives, as this will result in reduced absenteeism and a lower turnover rate. As Chiumento (2007:2) and Tay *et al.* (2015:841) discovered, people who are happy in their workplace are more productive, promote better social relationships, are healthier and perform better at work and eventually have successful careers. Warr (2007a:726) reminds the author that, for managers of companies, the reduction of unhappiness should be a primary concern underpinning professional actions and policies in the workplace.

Happiness was identified by Schimmack and Kim (2013:115) as a universal concern for human beings. People who are happy want to remain happy in their lives, while those who are not happy strive to be so (Schimmack & Kim, 2013:115). Happiness and SWB are terms that are used interchangeably to describe high positive affect, low levels of negative effect and high degrees of life satisfaction (Deci & Ryan, 2008:1). Schulte, Guerin, Schill, Bhattacharya, Cunningham, Pandalai, Eggerth and Stephenson (2015:31) highlight the importance of their study, which maintains that, in order for management to address workforce functioning and productivity, there will have to be a focus on SWB and happiness. As Zeng *et al.* (2013:471) found, satisfaction in the work domain does have an influence on SWB and happiness. People work hard their whole lives and work is the primary means of acquiring resources to realize dreams. When people realize these dreams, they often do not experience the happiness in success that they are so longing for (Gavin & Mason, 2004:379). This ultimately suggests that the workplace is an important source of people's SWB and happiness (c.f.1.2) (Gavin & Mason, 2004:379; Fisher, 2010:404; Welsch, 2013:152).

The outline of the literature review presented in this chapter is set out as follows:

- The casino sector in South Africa
- Casino employees
- Company benefits
- Understanding the concept of subjective well-being and happiness
- Personalities
- Quality of Work-Life Domains (QWL Domains)
- Happiness in the workplace
- Previous research on happiness in the workplace and casino employees
- Conclusion

## **2.2 DEFINITION OF CONCEPTS**

### **2.2.1 The casino sector in South Africa**

Hart (2007:1) starts this section with the statement that one common public debate about casinos has been the quality of casino industry jobs. The casino industry is an important part of the world's past, present and future social life (Du, 2006:24). Figart and Mutari (2014:91) explained that casinos have become a key service industry which sells experience to customers and dreams to employees. People nowadays have more time available to enjoy themselves, as well as more money to spend on entertainment and leisure, so they visit casinos looking for a good time (Du, 2006:24). Gaming forms part of the entertainment and tourism industry, which generates more consumer expenditure than movie tickets, video games, theme parks, recorded music and spectator sports together (Figart & Mutari, 2014:92).

Deery and Jago (2009:97) stated that the 24/7 working hours of casino employees challenges their work-life balance with a healthy lifestyle, their travel and their education. Austrin and West (2005:306) pointed out that there has been a growth in commercial entertainment which has led to the expansion of legal gaming, in the form of casinos, leisure centres and casino-hotels in new locations. New casinos have been modelled in part on the success of the gaming industry in Las Vegas and have ultimately led to economic regeneration across various countries like Australasia, North America, South Africa and Western and Eastern Europe (Austrin & West, 2005:306). Since the 1994 South African democratic transition, tourism has become recognised as an increasingly important sector for South Africa's economy, as well as for achieving the government's goals for reconstruction, employment and development (Visser & Rogerson, 2004:201; Austrin & West, 2005:307; Zeng *et al.*, 2013:471). McCartney (2005:43) and Austrin and West (2005:305) found that casinos form part of a country's tourism product offering.

Casinos can be bundled or packaged together to bring enhanced entertainment, leisure and enjoyment experience to tourists (Austrin & West, 2005:305). Rephann *et al.* (1997:161), Zeng *et al.* (2013:471), Van Lill (2007:67) and Austrin and West (2005:307) said that casino gaming is adopted by countries that struggle economically and then use casinos as a successful development strategy. Rephann *et al.* (1997:165) concluded that, in many respects, casino gaming seems to be superior to other tourism sectors as these sectors are normally faulted by providing low-paying, part-time seasonal jobs. Nikki Forster from PwC (2015) described the gaming industry as a vibrant and exciting industry while facing challenges of being regulated nationwide and feeling the impact of reduced consumer spending due to the economic turndown in South Africa. Under the new post-apartheid licensing dispensation, South Africa has awarded a total of 40 licences, leading to a spatial shift of casino investments in major urban centres such as Gauteng, Cape Town, Durban and Port Elizabeth (Visser & Rogerson, 2004:207; CASA, 2012:11). The different forms of gaming activities include lotteries, limited pay-out machines, pari-mutuel racing, sports betting, bingo and then casinos with machine gaming and table gaming (Rephann *et al.*, 1997:162; CASA, 2012:6).

### **2.2.2 Casino employees**

Hon, Chan and Lu (2013:417) found that hospitality employees experience the pressures of a heavy workload, insufficient leisure time, heavy responsibility, role ambiguity and conflict, as well as job insecurity. Wan and Chan (2013:356) found that casino employees place a high demand on their colleagues' support owing to the frequent exposure to rude or insulting behaviour by customers or supervisors being unsympathetic. Austrin and West (2005:312) described work in the casino industry as subjective labour, with a premium view being placed on customer service and the inherent interactional quality of transactions between casino employees and customers.

All the casino employees are expected to be licenced by their local gaming boards (Figart & Mutari, 2014:101). The casino employees need a supportive work



atmosphere created by supervisors and colleagues, to lift their spirits, and help them endure their physically and mentally demanding jobs. Such an atmosphere would also give them a sense of reassurance that they are not being kept in the dark and that the concerns they raise are indeed addressed (Wan & Chan, 2013:356). Wan and Chan (2013:350) found that casino employees value adequate pay and good fringe benefits because they expect proper compensation for working in a stressful and smoke-filled environment. Wan and Chan (2013:356) suggested that there are serious problems in the casino industry, which shows trends such as poaching, job-hopping, a high turnover rate and a poor work attitude among the casino employees, which affects the quality service offered to the guests. Rephann *et al.* (1997:168) and Austrin and West (2005:308) noticed that many newly created jobs in casinos normally go to out-of-country residents rather than to local people, mainly owing to the lack of local skilled labour.

Wan and Chan (2013:355) observed that, in the casino setting, it is essential to please the guests, as this could mean them spending a lot of money, adding to the casino's revenue. Figart and Mutari (2014:101) described casino employees as walking on eggshells, as they are afraid of being reprimanded. The tables employees' job means that they are not allowed to make any major mistakes. They have to follow strict game rules and procedures, watching the customers surrounding the table closely, collecting and giving back money/chips, recording game results, acknowledging the customers' various orders for drinks or food, handling difficult customers who might verbally and/or physically attack the dealers, and then handling the cards rapidly and accurately (Wan & Chan, 2013:356; Austrin & West, 2005:307).

On the other hand, employees still have to respond to the senior management's questions or requests, while accepting bets for games (Wan & Chan, 2013:350). So strict are the requirements that every four dealers have one inspector, and for every 12 dealers there is a pit boss watching for mistakes (Austrin & West, 2005:315). The table dealers are watched closely by the management and by the constant video surveillance, which records their every action. The surveillance employees are in

turn watched by government inspectors (Austrin & West, 2005:315). Austrin and West (2005:314) noted that the intensity and high pressure for the table dealers can be recognized in the frequency of the breaks they have to take. The common practice is to take a break of 15/20 minutes every 40-45 minutes, especially during certain games like Roulette and Baccarat (Austrin & West, 2005:314). Lee *et al.* (2008:191) also highlighted the fact that casino employees are constantly exposed to and get used to having ready access to gambling, alcohol and tobacco, which exposes them to various personal and physical risks.

Slot attendants, on the other hand, are employed to oversee carousels or banks of machines, to attract customers, dispense change and issue pay-outs to winners (Austrin & West, 2005:318). The ratio of dealers to slot attendants and cashiers is normally the reverse of the ratio of tables to slot machines (Austrin & West, 2005:318). During the table games, the worker actually handles the technology of the games, such as the cards, the wheel, the chips and the money, while the slot attendants assist in ensuring the machine to play, act as host and assist with information (Austrin & West, 2005:318).

Austrin and West (2005:312) listed the characteristics necessary if someone is to be a successful employee in the casino industry. These were: socialization, team-work, employee empowerment, self-control, self-direction customer empathy and self-appraisal, rather than prescriptive rules and directive training, Hart (2007:1) maintained that casino employees view their job as a way of opening doors in their lives and thus flourishing. Reasons why casino employees value their casino job so much include earning a good income, being able to save money and reduce debt, continuing with their education, being in the position to buy a house, supporting their family and investing back into the community (Hart, 2007:1). Smith, Gregory and Cannon (1996:3) and Austrin and West (2005:312) stated that, in today's work place, employees' commitment to their organisation is becoming increasingly important, as more and more hospitality companies are "empowering" their employees at the lowest decision-making levels.

Back *et al.* (2011:111) reminded us that, unlike most service industries, the manner in which the casino employees provide the service is as important as the service itself, as it determines the customer's overall enjoyment of the product or "experience" he or she is buying. For this reason an added feature is that the casino employees must have a relationship with the customer, which affects the customer's satisfaction and loyalty (Back *et al.*, 2011:111). If casino managers want this to happen, they must attract and retain casino employees who can deliver exceptional customer service (Back *et al.*, 2011:111), and this can only be done to give employees a good QWL as well as retaining a happy work force. Austrin and West (2005:312) stated that, when managers are selecting new casino employees, the criteria focus on outlook, appropriate attitudes, personality and physical appearance, rather than on technical skills, as these can be taught and gained through work experience. Next, an overview will be presented of various types of company benefits that can be offered to employees.

### **2.2.3 Company benefits**

Yousaf *et al.* (2014:1776) observed that employees expect financial and non-financial rewards for the services they render and all their efforts. Sirgy, Reilly, Wu and Efraty (2008:195) and Ahmed and Ahmed (2014:27) concurred that these benefits improve an employee's QOL, SWB and happiness. Ahmed and Ahmed (2014:27) remind the author that this compensation management is one of the most important essentials of personnel management. The additional benefits over and above a normal salary are called company benefits, fringe benefits or employee benefits, and can be either financial (extrinsic) or non-financial (intrinsic) rewards (Yousaf *et al.*, 2014:1776; Ahmed & Ahmed, 2014:27). Financial rewards include bonuses, allowances, insurance, incentives and even a promotion (Yousaf *et al.*, 2014:1776). Money is ranked as the top benefit, as it can fulfil someone's basic life needs (Yousaf *et al.*, 2014:1777). Non-financial rewards include appreciation, caring about the employee, training and giving recognition when deserved (Yousaf *et al.*, 2014:1776). Company benefits create a motivating environment and can have positive results, such as increased productivity, higher sales and better profitability (Yousaf *et al.*, 2014:1777). Ahmed and Ahmed (2014:27) added that these benefits

ensure that companies retain and attract highly competitive employees, who therefore constitute a strategic resource to gain a competitive advantage over other companies.

Examples of financial rewards that employers can offer include (Yousaf *et al.*, 2014:1777; Ahmed & Ahmed, 2014:28):

- Health insurance
- Pension fund
- Transport subsidy
- Paid leave
- Staff meals
- Bonuses

#### **2.2.4 Personalities**

Personality is arguably the most important discipline for the study of human nature and individual differences and/or similarities at work (Bergh, 2009:237). According to Gosling *et al.* (2003:504), some studies do not focus on personality as the main topic of interest, as the time factor for researching the various personality types can be a constraint and therefore limits the research. This can lead to authors referring to the brief measure of the big-five personality dimensions (Gosling *et al.*, 2003:504), which have been tested as adequate on the convergence between the big-five measures and with a test-retest reliability. The big-five framework states that individual differences in human personalities can be classified into five different broad, empirically derived personality dimensions (Gosling *et al.*, 2003:506). These five personalities are classified as

- **Extraverted** (enthusiastic, sociable, assertive, talkative, active and not reserved or shy) (Prentice & King, 2011:56; Kalshoven *et al.*, 2011:352; Lucas & Donnellan, 2011:850; Chen, Wu & Chen, 2010:201; Lawton & Chernyshenko, 2008:233; Gosling *et al.*, 2003:517; Bozionelos, 2004:73; Goldberg, 1990:1217);

- **Agreeableness** (kind, trusting, generous, sympathetic, cooperative and not aggressive or cold) (Prentice & King, 2011:56; Kalshoven *et al.*, 2011:353; Lucas & Donnellan, 2011:850; Chen, Wu & Chen, 2010:201; Lawton & Chernyshenko, 2008:233; Gosling *et al.*, 2003:517; Bozionelos, 2004:73; Goldberg, 1990:1217);
- **Dependable or Conscientious** (organized, hardworking, responsible, self-disciplined, thorough and not careless or impulsive) (Prentice & King, 2011:56; Kalshoven *et al.*, 2011:352; Lucas & Donnellan, 2011:850; Chen, Wu & Chen, 2010:201; Lawton & Chernyshenko, 2008:233; Gosling *et al.*, 2003:517; Bozionelos, 2004:73; Goldberg, 1990:1217);
- **Emotionally stable** which is the positive opposite, side to neuroticism (calm, relaxed, self-confident and not anxious, moody, easily upset or stressed) (Prentice & King, 2011:56; Kalshoven *et al.*, 2011:353; Lucas & Donnellan, 2011:850; Chen, Wu & Chen, 2010:201; Lawton & Chernyshenko, 2008:233; Gosling *et al.*, 2003:517; Bozionelos, 2004:73; Goldberg, 1990:1217);
- **Open to experience** (imaginative, curious, reflective, creative, deep, open-minded and not conventional) (Prentice & King, 2011:56; Kalshoven *et al.*, 2011:352; Lucas & Donnellan, 2011:850; Chen, Wu & Chen, 2010:201; Lawton & Chernyshenko, 2008:233; Gosling *et al.*, 2003:517; Bozionelos, 2004:73; Judge *et al.*, 2002:531; Goldberg, 1990:1217).

Gosling *et al.* (2003:524) found that this brief measure of personality eliminates item redundancy, reduces participant boredom and avoids the often-expressed frustration that they feel they are “answering the same question again and again”.

Bozionelos (2004:70) carried out an in-depth study on the big five personalities and their relationship with work involvement in the work place. This is extremely insightful, as it can assist in the recruitment process, ensuring that the correct people, with the correct personalities are appointed and good work involvement can be experienced in the work place. Bozionelos (2004:72) added that one should not forget about demographic variables like gender, age, marital status, and human capital variables. These include education and the organizational grade and tenure, as these factors also influence what individuals consider to be priorities in their lives,

whether in work or their personal life. This determines the extent to which individuals are able to dedicate personal time and energy to any area (Bozionelos, 2004:72).

Bozionelos (2004:70) found that there was a definite relationship between the various personality traits and organisational behaviour variables like work involvement, work motivation and job performance. This indicates the importance of researching the various personalities of those working in the casino industry, as they have a definite impact on the behaviours that people exhibit. Neuroticism, for instance, is characterised by excessive worry, pessimism, low confidence and the tendency to experience negative emotions (Bozionelos, 2004:70). Neurotic people are therefore less likely to develop positive attitudes towards their work and are also less likely to develop ambitions for their careers, or in setting performance and career goals. Ultimately, they are less likely to devote themselves to their work (Bozionelos, 2004:70). Extraverted people are known for their sociability, assertiveness, social dominance, ambition, the tendency towards action and sensation-seeking, as well as the experience of positive affect (Bozionelos, 2004:70). Extraverts want to occupy a central position in their work environment in order to satisfy their ambitious and domineering tendencies, and therefore report highly on their work involvement (Bozionelos, 2004:71). An open personality has traits such as a multiplicity of interests, receptivity of new ideas, flexibility of thought, being inventive and being able to develop idealistic ideas and goals (Bozionelos, 2004:71). These employees will be highly involved in their work in order to entertain their curiosity, their appetite for exploring new perspectives and their tendency to develop a genuine interest in any activities in which they are involved (Bozionelos, 2004:71).

**Agreeableness** is characterised by altruism, friendliness and modesty and, at the end of the day, low work involvement (Bozionelos, 2004:71). On the other hand, people, with low Agreeableness would need to be more involved in their work because they are antagonistic and impression-seeking, which directs them to seek advancement and acknowledgment in their work, which is a source of esteem (Bozionelos, 2004:71).

**Conscientiousness** is associated with industriousness, perseverance and a sense of duty (Bozionelos, 2004:72). These people are likely to have a greater involvement in their work owing to their sense of duty towards every role that they assume. They see their work as a virtuous and necessary activity (Bozionelos, 2004:72).

The author will be working on a scale of 10 personalities, which is an extension of the well-known big five personalities theory, listing both the positive and negative variance of the personality. These ten listed personality types have been derived from various sources, including Gosling *et al.* (2003; 520), Bozionelos (2004:73) and Goldberg (1990:1217). These personalities are:

- **Extraverted** - (Outgoing, sociable, energetic, positive emotions, enthusiastic)
- **Introvert** - (Anti-social, quiet, reserved and lacking in energy);
- **Agreeableness** - (Cooperation, social harmony, considerate, friendly, warm, sympathetic);
- **Disagreeableness** - (Unfriendly, uncooperative, critical, quarrelsome, focus on self);
- **Conscientiousness** - (Avoids trouble, persistent, dutiful, reliable, intelligent, dependable, self-disciplined);
- **Un-conscientiousness** – (Unreliable, lack of ambition, no prior consideration, unorganized, careless);
- **Emotional stability** – (Calm, freedom from negative feelings);
- **Neuroticism** - (Anxiety, anger, easily upset, fear, depression);
- **Openness to experience** - (Imaginative, creative, down-to-earth, intellectual, complex);
- **Derivative** – (Narrow interest, conservative, conventional, uncreative).

Austrin and West (2005:312) remarked that casinos select their employees according to their outlook on life, appropriate attitudes and personality, rather than on technical skills that can be taught. Sallaz (2002:405) adds that casino employees are screened for their outgoing personalities, their commitment to quality service and for their stability. An employee's personality, in turn, influences his/her experience of happiness (Zeng *et al.*, 2013:480; Warr, 2007b:378).

Diener (2000:38) found in his study that personality, also known as temperament, is one of the strongest factors to influence people's experience of long-term happiness or SWB. Extraversion and neuroticism were found to be significant predictors of happiness (Diener, 2012:595) and leisure satisfaction. Extraverted people had a positive association with happiness and leisure, while neurotic people had a negative association (Lu & Hu, 2005:325; Diener, 2000:36; Fisher, 2010:387). Steel and Ones (2002:777) added to this finding that neurotic people actually have an emotional contagion effect, which means that not only are they are less happy, but they are also apparently able to make other people less happy, with an effect even at the national level. Steel and Ones (2002:777) also found that openness to experience and agreeableness do not correlate significantly with happiness and SWB. The next section will examine additional detail by focussing on the QWL domains and what comprises these domains.

### **2.2.5 Quality of Work-Life domains**

QWL is abstracted in terms of the interface between the employee and the work resources (Sirgy *et al.*, 2008:181). QWL programs also serve to enhance the QOL that an individual experiences (Sirgy *et al.*, 2008:181). Wan and Chan (2013:348) pointed out that understanding whether employees have a good QWL is particularly crucial to the hospitality and tourism businesses. Smith *et al.* (1996:8) maintained that satisfied and committed employees contribute to the success of any hospitality business, particularly by providing positive guest satisfaction.

Mejbel, Almsafir, Siron and Alnaser (2013:398) add to this, saying that employees with a good QWL are effective in their jobs. Managers should ensure that quality employees are retained and attracted to the company. In giving their employees a good QWL, employers ensure that they are viewed as an "employer of choice" and eventually reap the financial rewards (Smith *et al.*, 1996:8). Smith *et al.* (1996:3) adds that, in a global ever-changing service economy, labour pools are decreasing, while demands for services are increasing. This means that employees' QWL has to be taken seriously by the hospitality employers.

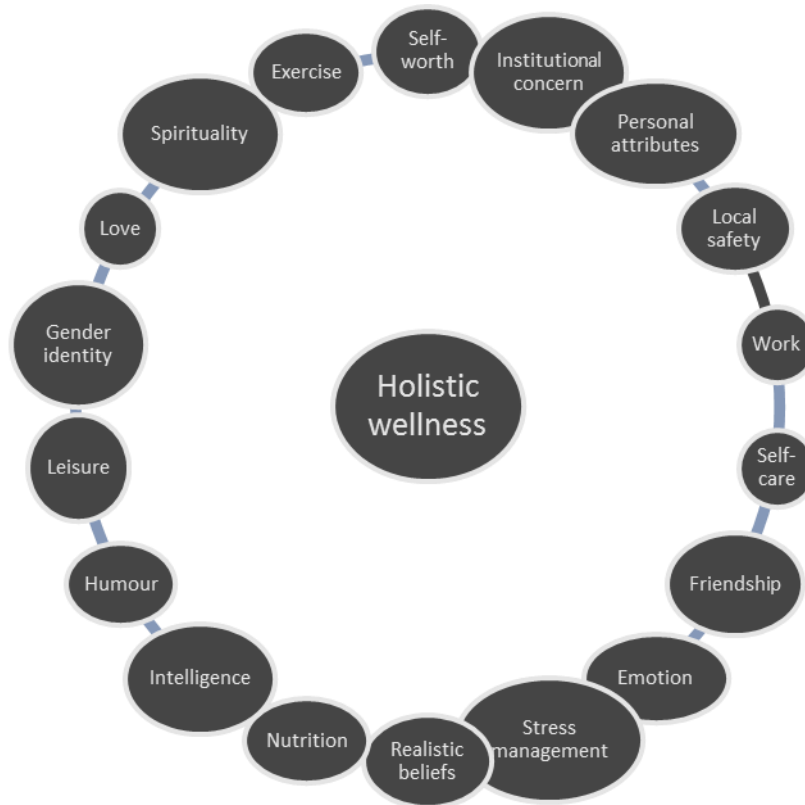


Smith *et al.* (1996:3) point out that once the QWL has been considered, the employees' job satisfaction and organisational commitment must follow. Wan and Chan (2013:357) came to the conclusion that a good QWL can make employees happier, more productive and more committed and could lead to lower organizational costs. Organizations can respond to current needs and demands and also attract and retain skilled hospitality (casino) employees, who have to balance their responsibilities at work, in the family and with other life commitments (Wan & Chan, 2013:348). In their research, Wan and Chan (2013:356) identified two attributes that are considered important if casino employees are to experience a good QWL: the first was the desire to work in a non-smoking environment, considering the harm that can be done to their health by exposure to secondary smoking. Secondly there was the desire for access to the e-mail using computers with an internet connection in the staff rest areas (Wan & Chan, 2013:356). Wan and Chan (2013:356) saw this as an interesting revelation, in that despite their anti-social working hours, the casino employees still want to stay connected and attend to non-work commitments during their breaks.

Warr (2007b:52) and May (2009:356) noted that the concept of work is indeed related to happiness or SWB. It is also known as the perceived QOL. Work is then a specific domain and will be known as the QWL domain. There is definitely a relationship between job satisfaction and general life satisfaction, implying that there is definite interaction taking place which is bi-directional (May, 2009:356). An individual's life satisfaction and personal well-being have a definite and prominent influence on job satisfaction, QWL and employee well-being, while, in turn, employee well-being affects the broader experience of happiness and SWB (May, 2009:356). May (2009:356) described employee well-being as the individual's attitudes and feelings about themselves in relation to their work.

May (2009:355) listed various variables required for an employee to be able to experience holistic wellness, as shown in Figure 2.1. These variables yet again support the QWL domains (c.f.2.2.5). These are variables that employees should experience at work if they are to experience wellness. It is interesting to note that

work, is mentioned as a variable essential to experiencing wellness (c.f.2.2.6). Specific variables mentioned here which agree with the QWL domains are local safety (*Health and Safety domain*), friendship (*Social domain*), self-worth (*Esteem domain*), leisure (*Leisure domain*) and intelligence (*Knowledge domain*).



**Figure 2.1 Variables used for holistic wellness**

**Source: adapted from May (2009:355)**

Naudé, Kruger & Saayman (2012:161) and Lewis, Brazil, Krueger, Lohfeld and Tjam (2001:10) have identified the following QWL domains which are deemed suitable for inclusion in this literature review and study:

- *Health and safety QWL Domain*, which includes protection from ill health or any injury inside or outside of work and also enhances the health (Naudé, *et al.*, 2012:161; Chan & Wyatt, 2007:504; Saraji & Dargahi, 2006:10; Sirgy *et al.*, 2001:261).
- *Economic and Family Domain*, which covers items such as adequate wages, job security and family needs, such as having enough time away from work to attend to family needs (Naudé *et al.*, 2012:161; Chan & Wyatt, 2007:504;

Lewis *et al.*, 2001:x; Saklani, 2004:119; Mirvis & Lawler, 1984:205; Sirgy *et al.*, 2001:261).

- *Social Domain* includes experiencing collegiality at work, having a caring management, having a good social life and good communication skills in the workplace (Naudé *et al.*, 2012:161; Chan & Wyatt, 2007:504; Saraji & Dargahi, 2006:10; Lewis *et al.*, 2001:x; Saklani, 2004:119; Sirgy *et al.*, 2001:261).
- *Esteem Domain*, where one needs recognition and appreciation of one's work, either in the workplace or outside the work place (Naudé *et al.*, 2012:161; Chan & Wyatt, 2007:504; Sirgy *et al.*, 2001:261).
- *Actualisation Domain*, which is the realization of one's potential in the workplace and profession (Naudé *et al.*, 2012:161; Chan & Wyatt, 2007:504; Saraji & Dargahi, 2006:10; Mirvis & Lawler, 1984:205; Sirgy *et al.*, 2001:261).
- *Knowledge Domain*, which encompasses learning new things in order to enhance one's job and professional skills (Naudé *et al.*, 2012:161; Chan & Wyatt, 2007:504; Saklani, 2004:119; Mirvis & Lawler, 1984:205; Sirgy *et al.*, 2001:261).
- *Creativity and Aesthetic Domain*, where creativity is supported in the workplace (Naudé, *et al.*, 2012:161; Sirgy *et al.*, 2001:261).
- *Feelings about the company Domain*, where one is positive about the company for whom one works, one's values are similar to those in the workplace and where one truly believes in and cares for the company (Naudé *et al.*, 2012:161; Lewis *et al.*, 2001:x; Saklani, 2004:119).
- *Leisure Domain*, where there is enough time off from work for leisure activities (Naudé *et al.*, 2012:161; Chan & Wyatt, 2007:504; Mirvis & Lawler, 1984:205).
- *Overall happiness at work Domain* which rates the overall feeling of happiness (Naudé *et al.*, 2012:161; Mirvis & Lawler, 1984:205). Chapter 2 will focus on this domain separately as one of the QWL domains.

The author will next discuss happiness in the work-place and consider the possible effect.

## **2.2.6 Understanding the concept subjective well-being and happiness**

SWB includes elements of perceived happiness and life satisfaction, combined with the balance of positive to negative affect, psychological well-being and social well-being (Keyes & Magyar-Moe, 2003:414; May, 2009:352; Myers & Diener, 2015:11 and Diener, Suh, Lucas and Smith, 1999:277). May (2009:352) extends the definition further, in explaining that SWB is a global sense of satisfaction with one's life, which is a culmination of satisfaction with one's work, marriage and other life domains, such as the leisure domain, the family and economic domain and the creativity domain.

Happiness is a term which is used interchangeably with terms like "SWB", "life satisfaction" and "QOL" (Angner, 2010:362; Veenhoven, 2011:398; Myers & Diener, 2015:10; Tay *et al.*, 2015:839; Irvine, 2015:2; Gasper, 2010:351; Tiberius, 2013:64; Welsch, 2013:150). Evidence found by Fisher (2010:299), Diener *et al.* (2015:234), Diener (2012:594) and Irvine (2015:2). Diener (2000:40) noted that, in the past, authors focused on who is happy, whether it is the married, the wealthy or spiritual individuals. Happiness forms part of the field of positive psychology (Robinson & Tamir, 2011:160) and is the fruit of the European Enlightenment, a period when it was believed that it was a moral obligation to advance human happiness (Veenhoven, 2011:396).

Irvine (2015:10) and Deci and Ryan (2008:2) confirm that happiness is an umbrella term that refers to both hedonic and eudaimonic dimensions of SWB. May (2009:361) clarified eudaimonic happiness in the good life, which is subjective experiences and defines it as sharing the presence of pleasure and the absence of pain, experiencing fulfilment or thriving (Irvine, 2015:6). Eudaimonia describes optimal experiences or happiness that incorporates aspects of experiences beyond the level of enjoyment (May, 2009:361). An example of a eudaimonic experience is "This activity gives me the strongest feeling that this is who I really am" (Deci & Ryan, 2008:4). Hedonism is the second paradigm of happiness, which simply means

pleasure (Irvine, 2015:6). A typical example of a hedonic experience is “This activity gives me the greatest pleasure” (Deci & Ryan, 2008:4). Fisher (2010:385) and Angner (2010:363) stated that the hedonic approach is exemplified by doing research on SWB. Veenhoven (2011:399) and May (2009:352) defined happiness as the degree to which an individual person judges their overall QOL as-a-whole favourably. When looking at domain satisfaction, one can focus on one’s total life satisfaction as a whole (Veenhoven, 2011:398). Veenhoven (2011:398) said that, even though domain satisfaction depends on a continuous flow of pleasures, these can also have a continuity of their own. For instance, an individual could be satisfied with their job, even though they did not get along with all their colleagues.

People regard SWB highly, and they place great value on it (Diener *et al.*, 2015:234 Tay *et al.*, 2015:840). Recent research has now focussed on when and why people are happy, as well as what processes have an influence on SWB (Diener, 2012:591; Diener *et al.*, 2015:234; Veenhoven, 2011:396). Once someone has decided that they have a good life, it can be said that SWB could also be referred to as happiness (Diener, 2000:34; Fisher, 2010:399; Schimmack & Kim, 2013:115). Steel and Ones (2002:776), Diener (2000:34) and Angner (2010:365) found that SWB consists of two components, people’s cognitive and affective evaluations of their lives. Steel and Ones (2002:776) and Diener (2000:34) stated that both components deal with the appraisal of one’s life where an affective evaluation emphasizes how one normally feels, whereas a happiness evaluation emphasizes cognition, better known as the comparison made with the external standards of a good life.

Diener (2000:34) and Diener *et al.* (2015:234) are of the opinion that people experience abundant SWB when they feel many pleasant and a few unpleasant emotions, when they are engaged in interesting activities and when they experience a few pleasures but only a few pains, and lastly when they feel satisfied with their lives. Diener (2000:36) also made the observation that it is imperative for one to study happiness (SWB), rather than assuming that it is owing only to the absence of ill-being. Diener (2000:36) also found that feeling pleasant emotions most of the time and infrequently experiencing unpleasant ones, if even if the pleasant emotions are

only mild, it is still sufficient to result in positive reports of happiness and SWB. Diener (2000:34) listed the various components of SWB, which include more than just money (Diener, 2012:594):

- Life satisfaction (one's global judgements of one's life);
- Satisfaction with important domains (for instance, work satisfaction);
- Positive affect (experiencing many pleasant emotions and moods);
- Low levels of negative affect (experiencing few unpleasant emotions and moods).

The following discussion encompasses happiness that can be experienced in the workplace.

### **2.2.7 Happiness in the workplace**

Happiness is a modern word which has been translated from the original Greek Eudaimonia, which describes "the good life" (Gavin & Mason, 2004:379; Warr, 2007a:726). This good life is accomplished by living well and doing well over time (Diener, 2000:34; Warr, 2007a:726). Veenhoven (2011:6), Irvine (2015:9) and Fisher (2010:397) stated that one calculates one's happiness with the theory of "the sum of pleasures and pains", whereby one experiences the positive as well as the negative affect, appraising how much one likes the life one is living and assessing the extent to which the former outbalances the latter.

Veenhoven (2011:4) and Irvine (2015:9) defined happiness as the degree to which a person judges the overall quality of his or her own life as a whole, favourably, with the world's average standing at an average lower than six (Veenhoven, 2011:5). Schimmack and Kim (2013:115) explained that happiness requires the maximization of certain ideals, such as health, positive emotions and social relationships. There are two ways to improve one's state of happiness: either to change one's view on life or change one's way of life (Nawijn & Veenhoven, 2011:39). Fisher (2010:384) stated that happiness can be in the form of pleasant moods and emotions, well-being and positive attitudes.

In people's attempt to find general happiness in their lives, is it important and imperative for them to be happy at their place of work (Gavin & Mason, 2004:381). Warr (2007a:726) noted that happy people act differently from others, which leads to activities and reactions from people that, in turn, encourage even more happiness. Fisher (2010:404) confirms this by suggesting that evidence definitely suggests that a 'happy-productive worker' may actually bear more weight than was thought. Fisher (2010:404) adds that, in the workplace, happiness is influenced by attributes such as the individual's personality, the fit between what the organization provides and the individual's expectations, needs and preferences. Evidence by Gavin and Mason (2004:379) on happiness found that work is an important source of people's SWB. Zeng *et al.* (2013:471) maintained that simply being employed is already shown to be important in experiencing happiness. Happy employees also tend to be more productive, deliver better service, have better social relationships, have successful careers and have a lower turnover rate than other employees (Gavin & Mason, 2004:379; Tay *et al.*, 2015:843). Fisher (2010:404) found that individuals are indeed happier than usual when they believe they are performing well. Lastly, Fisher (2010:404) also found that happiness is related to performance, customer satisfaction, safety, attendance at work and employee retention. Warr (2007a:726) mentioned that happy people act differently from those who are not happy, which leads to activities and reactions from people resulting in more happiness. De Sousa and Porto (2015:211) pointed out that differences in happiness at work can be attributed to two variables, the contribution of personal factors (values, personality and goals) and, the organizational characteristics of the culture of the workplace and the work environment one works in.

Fisher also (2010:394) stated that the 'Great Place to Work Institute' suggest that employees are happy at their work-place when they feel "they trust the people they work for, have pride in what they do and enjoy the people they have to work with". Wan and Chan (2013:348) made the comment that in an ever-changing, fast-paced society, it is vital to determine what makes employees feel satisfied with their working lives. This will enable human resources practitioners to deal with the policies and practices affecting employees effectively and efficiently (Wan & Chan, 2013:348). Fisher (2010:384, 388) commented that happiness at work includes job

satisfaction, work engagement and affective organisational commitment. Affective commitment is determined by statements such as “I would be happy to spend the rest of my career with this company” and “I feel like part of the family at my company” (Fisher, 2010:389). Affective commitment indicates an emotional attachment to the organization and is also fairly strongly related to other positive attitudes in the workplace (Fisher, 2010:388, 389). Fisher (2010:404) stated that, in this environment, happiness at work is most likely to be the glue that will retain and motivate the high-quality employees of the future. Veenhoven (2011:6) also found that happiness fosters activity, creativity and an open mind among people. Diener (2000:41) made the comment that policies in the work place should preferably look at fostering close relationships and meaningful activities that would lead to happiness, instead of policies that look at improving efficiency in the work place. Table 2.1 (Fisher, 2010:395) shows how in what job or task characteristics, social factors and work context factors could be related to happiness in the work place.

**Table 2.1 Job/task characteristics related to happiness**

Hackman and Oldham (1975)	Morgeson and Humphrey (2006)	Warr (2007b)
Task significance Skill variety Task identity Feedback from the job Autonomy	Work scheduling autonomy Decision-making autonomy Work methods autonomy Task variety Task significance Task identity Feedback from job Job complexity Information processing Problem solving Skill variety Specialization Social support Initiated interdependence Received interdependence Interaction outside organization Feedback from others Ergonomics Physical demands Work conditions Equipment use	Opportunity for personal control Opportunity for skill use Externally generated goals Variety Environmental clarity Contact with others Availability of money Physical security Valued social position Supportive supervision Career outlook Equity

**Source: adapted from Fisher (2010:395).**



Happiness is not primarily rooted in receiving sensual pleasures, honours or money, although these positive effects do contribute to a greater pattern of positive factors (Gavin & Mason, 2004:388; Diener, 2000:41). Rather, happiness is derived from three key characteristics: freedom to make decisions, knowledge and virtue as a moral character (Gavin & Mason, 2004:388). Fisher (2010:388) and Veenhoven (2011:4) found that work-related happiness constructs focus on the hedonic experiences of pleasure and liking as well as on positive beliefs about an object, such as job satisfaction and affective commitment. The other side of the coin is the eudaimonic construct involving learning, development, growth, autonomy and self-actualization. Diener (2000:36) noted that when people seek ecstasy and happiness, much of the time, whether in a career or a love relationship, they will most probably be disappointed, as intense experiences are not the cornerstone of a happy life. Instead, happy people report mild-to-moderate pleasant emotions most of the time (Diener, 2000:36).

Chiumento (2007:2) conducted research on 1 063 British employees and found that about half of these employees were fairly happy, while one quarter of them were very happy. One in five employees in this researched group indicated that they were unhappy at work (Chiumento, 2007:2). However, happiness does not have consequences only for the individuals, but should also have results for the organisation (Fisher, 2010:384). When Zeng *et al.* (2013:471) studied 1 506 Macau casino employees, it was found that casino employees reported happiness similar to that of other workers. In the study completed by Hart (2007:1), it was concluded that casino employees were positive about their work and workplace. Happy employees are more productive and sociable, and perform better than those who report that they are unhappy (Chiumento, 2007:2; Diener, 2000:41).

The opposite is also true, in that higher productivity in the work place decreases the levels of happiness, as it requires longer hours of boring work, higher levels of stress and less leisure time to enjoy (Diener, 2000:41). Staff who enjoy good working relationships receive proactive career development. They feel valued and well treated by their organisation and are likely to contribute most to a business by

increasing revenues (Chiumento, 2007:2). These employees are also better ambassadors for the organisation, sending out positive messages about the organisation and enhancing the employer brand (Chiumento, 2007:2). Unhappy employees eventually leave the organisation, which has an even greater impact on staff morale, business profits and business continuity, as well additional costs of recruitment and training (Chiumento, 2007:5). Wannenburg *et al.* (2009:317) pointed out that service performance supplied by the casino employee exceeding the expected performance will generally result in customer satisfaction and loyalty.

Chiumento (2007:3) made certain findings during his study on working employees' state of happiness, maintaining that people are happier working for smaller organisations with 20 – 100 staff, that happiness declines the longer people stay with an organisation or in one position and that senior managers are the happiest, while those working on the shop floor are the unhappiest. Additionally, it was found that people working part-time are happier than those who work full-time, the unhappiest employees being those who work on fixed-term contracts (Chiumento, 2007:3). Women in general experience more job satisfaction than men and then, lastly, those aged 55+ are the happiest employees (Chiumento, 2007:3). The top ten factors that make employees happy at work are, in ranking order (Chiumento, 2007:4; Fisher, 2010:396; Wan & Chan, 2013:352; Hart, 2007:1; Wong & Lam, 2013:6; Mejbél *et al.*, 2013:400):

- Friendly, supportive colleagues;
- Enjoyable work;
- Good boss or line manager;
- Being treated fairly, with respect, trust and commitment;
- Good work/life balance;
- Varied work;
- Belief that we're doing something worthwhile;
- Feeling that what we do makes a difference;
- Being part of a successful team;
- Recognition of our achievements;
- Competitive salary.

Diener *et al.* (1999:278) and Sirgy *et al.* (2001:244) describe the bottom-up approach, whereby basic human needs, which form part of the QWL domains, are met and the individual is able to fulfil these needs, that person will be happy and will experience life satisfaction. Fisher (2010:398) and Warr (2007a:727) listed idealistic suggestions that might be levers for organizations that would like to improve happiness in the work place. These attributes are:

- Create a healthy, respectful and supportive organizational culture;
- Supply competent leadership at all levels;
- Provide fair treatment, security and recognition;
- Design jobs to be interesting, challenging, autonomous and rich in feedback;
- Facilitate skill development to improve competence and allow growth;
- Select for person-organization and person-job fit;
- Enhance fit through the use of realistic job previews and socialization practices;
- Reduce minor hassles and increase daily uplifts;
- Persuade employees to reframe a current less-than-ideal work environment as acceptable;
- Adopt high performance work practices.

The top ten factors determined that make employees unhappy at work in a ranking order are (Chiumento, 2007:4; Wan, 2009:5):

- Lack of communication from the top;
- Uncompetitive salary;
- No recognition for achievements;
- Poor boss/line manager;
- Little personal development;
- Ideas being ignored;
- Lack of opportunity for good performers;
- Lack of benefits;
- Work not enjoyable;
- Not feeling that what I do makes a difference.

Diener (2000:36) realised the really important fact that happy people report mild-to-moderate pleasant emotions most of the time, when alone, with others, when working or at leisure. If people constantly seek ecstasy, whether in their career or in a love relationship, they will most likely be disappointed (Diener, 2000:36). They may even move on to the next relationship or job, seeking intense levels of happiness. However, these are rarely long-lasting and are not necessary for happiness (Diener, 2000:36). Fisher (2010:397) also noted that individuals can contribute to their own happiness at work by practising gratitude, pursuing intrinsic goals, nurturing relationships and finding flow. Fisher (2010:397) also suggested that individuals should seek both person-job and person-organization fit when choosing employment and then also adjusting expectations to match the reality of the chosen workplace.

#### **2.2.8 Previous research on happiness in the workplace and casino employees**

Sirgy *et al.* (2008:182) remind us that QWL initiatives can result in job satisfaction and QOL, which is also coupled with overall life satisfaction, happiness and SWB. This is called bottom-up, when QWL initiatives influence overall life satisfaction, happiness and SWB (Sirgy *et al.*, 2008:185). As mentioned (c.f.2.2.6), happiness, SWB and QOL are terms that are used interchangeably and are therefore the same variable when viewed from the global perspective. During the study conducted by Wan and Chan (2013:355), it was found that QWL issues that should be addressed by the organisations include training, as the casino employees have a strong desire to enhance their skills to meet the requirements for promotion into leadership roles, and develop their capacities.

According to Austrin and West (2005:305), most casino jobs require some kind of skill that needs to be taught, which will help employees to work more effectively and will minimize job anxieties. Secondly it was found that good working group relationships are also an important factor, as cooperation among casino employees and across departments is necessary to minimize any unnecessary complaints by casino guests (Wan & Chan, 2013:350). Thirdly the casino employees indicated their

negative feelings about their work schedules and complained that their shifts often change at the last minute, which leads to limited family and social time, and contributes to their work stress, role conflict and work-family conflict (Wan & Chan, 2013:350). Fourthly, remuneration will always be an important factor for any employees, and as proven by Wan and Chan (2013:352), to casino employees.

Remuneration can take the form of salaries, bonuses and benefit packages. Back *et al.* (2011:111) found in their study that casino employees have a positive attitude, despite their low wages, but they still have high turnover intentions because of the many other casinos that offer better packages. Fifthly, a lack of clear supervision and two-way communication was indicated as a serious contributor to a poor work life (Wan & Chan, 2013:354). Finally, there came the problem of the physical working environment, which they would like to be smoke-free. They would also like computers with internet access in their rest rooms (Wan & Chan, 2013:355).

Fisher (2010:402) maintained that that there was definitely scope for further research on happiness in the work place, as this plays out at the transient, person and unit levels. Fisher (2010:385) mentioned that academic research in the past has not focussed as much as it should have done on employee happiness at work, but over the past two decades, a number of new constructs of happiness in the work place have emerged. Fisher (2010:384) completed a study on happiness at work and reviewed everything that is known about the definition, causes and consequences of happiness at work. The consequences of happiness include job security, loyalty from employees, motivated employees, good employer/employee relationships and an average tenure (Fisher, 2010:404). Happiness at work includes job satisfaction (but is also far more than that), work engagement and affective organizational commitment. (Fisher 2010:384). Fisher (2010:299) also highlighted the fact that happiness or SWB has good consequences but also reflects a better QOL.

Fisher (2010:385) identified various constructs within organizational research that vary in several meaningful ways, but the results are the same. These constructs

show a broad overlap regarding the concept of happiness and can be seen in Table 2.2 (Fisher, 2010:385).

Wannenburg *et al.* (2009:317) conducted a study from another perspective, that of the casino gamblers and the type of service that they experience from the casino employees. Wannenburg *et al.* (2007:317) stated that the casino management should realize that the quality of service offered by the casino employees definitely influences the gamblers' preferences, as they have the right to choose the casino that best serves their needs. Examples of service quality that gamblers look for include: promptness, efficiency, adequacy, helpfulness and friendly cashiers, waiters, security staff members, slot attendants who are available, supervisors available to handle complaints, slot technicians who are able to attend to problems promptly and in a friendly manner, and then table dealers with the requisite skill and caution to deal with gamblers (Wannenburg *et al.*, 2009:323).

**Table 2.2 Happiness-related constructs in the workplace**

Transient Level	Person Level	Unit Level
State job satisfaction	Job satisfaction	Morale/job satisfaction
Momentary affect	Dispositional affect	Group affective note
Flow state	Flourishing	Group mood
Momentary mood at work	Job involvement	Unit-level engagement
State engagement	Typical mood at work	Group task satisfaction
Task enjoyment	Engagement	
Emotion at work	Thriving	
State intrinsic motivation	Vigour	
	Affective organizational commitment	
	Affective well-being at work	

**Source: adapted from Fisher (2010:385).**

According to Du (2006:25) and Austrin and West (2005:307), human resources management is critical for the casino industry and it was found that, while there have been a few studies in this field, there were none addressing in any great depth the challenges that casino employees experience. Austrin and West (2005:307) commented that research on hospitality has focussed largely on the conventional

forms, such as hotel and restaurant work, which leaves a lacuna when it comes to work in casinos, especially as it is so specialized. Du (2006:25) completed his study on Chinese casinos, a qualitative study involving interviews with academic professionals in the casino industry and government officials. Issues raised in his study included recruitment and selection, training and management skills (Du, 2006:28). This was supported in the study conducted by Austrin and West (2005:305), who focussed on skills and surveillance in casino gaming work. Bergh (2009:237) observed that human resources, management, development, personnel assessments for selection, promotion, training and performance appraisal are based on various aspects of personality.

Finally the author will conclude with what has been found during the literature study.

The lesson that organisations can learn from the study on happiness completed by Chiumento (2007:6) is that if staff are treated fairly and good lines of communication are established, they will feel happier, which in turn encourages them to give more of their discretionary effort, be more productive, generate better goods and also supply more fulfilling services for the customers (Gavin & Mason, 2004:381). Further, it is also clear that wealth cannot fully predict happiness, but that there are other additional factors (Steel & Ones, 2002:768), such as personality, disability or poor health (Schimmack & Kim, 2013:123), major life events, such as a divorce (Schimmack & Kim, 2013:126) and marital relationships (Schimmack & Kim, 2013:118). The author will be perusing previous studies completed on QWL domains with an account of what they entail.

This study will therefore look at the casino employees' demographic characteristics and their effect on their QWL domains, the effect of their personality and leisure life on their happiness and the effect that company benefits and feelings about the company can have on their happiness. The main question remains: ***How happy are casino employees in the workplace? A subjective well-being perspective.***

## 2.3 CONCLUSION

The purpose of this chapter was to supply a deeper theoretical understanding of the various concepts that will be used during this study. In order to achieve this, the theoretical frameworks concerning the casino sector in South Africa and casino employees were studied, giving a clearer understanding of the situation of South African casinos and the nature of casino employees' work. Following this, company benefits were studied and what they consist of was studied in great depth. There was then focused on the terms SWB and happiness from a theoretical perspective, providing a clearer understanding and description of these terms. A theoretical framework was then supplied for the 10 personality types that will be studied here. Finally what previous studies say about QWL domains and how happiness in the workplace can be obtained was considered.

From the discussions, it could be determined that:

- The casino industry is a highly competitive environment, where casinos should think of differentiating themselves by means of unique customer experiences, which are delivered by casino employees. South African casinos are also seen as a way to economic growth and creation of employment.
- Casino employees work in a stressful environment, with various challenges such as 24/7 working hours, which has an effect on several aspects of their lives, such as their leisure, family and health. Looking after these employees should be the highest priority for management.
- Company benefits were discussed and explained in terms of financial and non-financial benefits.
- Ten different personalities were identified, so that employees can be classified, ultimately leading to different views and behaviours taking place in the work place.
- The terms happiness and SWB are used interchangeably and therefore refer to the same concepts.
- Employees who experience happiness mean various benefits for a company and this can be attained from various programmes.



- QWL, which is experienced at work, has a bottom-up effect and therefore has an influence on the happiness or SWB experienced by employees.
- QWL domains were confirmed by various other studies and were therefore deemed applicable to this study.

Chapter 3 will follow next and will consist of the first article written for this study, which has already been published (Naudé, R., Kruger, S. & Saayman, M. 2015. The effect of casino employees' demographic variables on QWL domains. *African journal of hospitality, tourism and leisure*, 4(2):1-30.). This chapter will consider casino employees' demographic variables and the effect these have on the QWL domains.

# **CHAPTER 3**

## **The effect of casino employees' demographic variables on quality of work-life domains**



Source: Google images, 2015.

## ABSTRACT

**Orientation:** *With over 38 casinos in South Africa, to be the most sought after casino, quality service offered by casino employees will be the competitive advantage of attracting and retaining customers. For casino employees to deliver quality service, they must experience a good QWL.*

**Research purpose:** *The purpose of this article is to determine the demographic variables of the 1502 casino employees who completed the questionnaire and the relationship it has with their Quality of Work-Life (QWL) domains.*

**Motivation for the study:** *Demographic variables of employees have a definite effect on QWL domains. The author has set the goal of determining which demographic variables has an effect on what QWL domain. These results will supply*

*management with indications of negative and positive behaviours and demographic characteristics of casino employees and what effect it has on their QWL domains.*

**Research design, approach and method:** *The casino group that was focussed on, had a population of casino employees of 3032 in 2013. These employees received the questionnaires from management and they were requested to complete the questionnaires, while their anonymity was ensured. Casino employees who were willing and available to fill in questionnaires between the period March 2013 – May 2013 completed these questionnaires.*

**Main findings and practical/managerial implications:** *It was found that the majority of the casino employees were females and young (between the ages of 18 and 34 years), indicated that in the next five years they expect themselves to work at another establishment and the majority of casino employees do not smoke, drink or gamble. In terms of cross-tabulations, various findings are made between male and female casino employees, e.g. female casino employees have higher education levels than their male counterparts, more males smoke than females, and male casino employee's drink more than females and the majority of males and females do not gamble. With regard to the Spearman correlations, it was found that economic and family domains are positively related to esteem and actualisation and negatively with commitment to the company. Looking at regression values, a statistical relationship was found between drinking and the economic and family QWL domain, knowledge QWL domain, and commitment to the company QWL domain. The SEM that was done was found to have acceptable fit and therefore indicated a relationship between demographic variables and QWL domains.*

**Contribution:** *The research contributes to the literature that is related to hospitality, human resources management and subjective well-being. These results will equip management with knowledge of what demographic variables of casino employees will have an impact on their QWL domains.*

**Keywords:** Casino employees, Quality of Work-Life (QWL), Demographics

### 3.1 INTRODUCTION

Despite the tough economic times that South African consumers are experiencing, South African casinos are still growing in terms of revenues and therefore investing billions of Rands in infrastructures, renovations and their employees (Sun International Limited, 2015). Eade (1994:43) remarked that the casino industry is experiencing unprecedented growth and with this growth comes a myriad of business concerns, especially when looking at the employees. CASA (2012:13) found that there are over 34 019 employees employed at casinos in South Africa.

Eade (1994:43) and Ganesh and Ganesh (2014:230) mentioned that employees are the most important resource of any organisation, as they contribute greatly to the growth of the organisation, even in this new era of mechanisation. Lawton and Chernyshenko (2008:222) have determined that demographic variables of employees dictate what the needs and desires of those employees are. One example of this could be the age of the employee. Middle-aged employees would perhaps prefer time off in order to spend time with their family, in comparison with the opportunity to earn more money (Lawton & Chernyshenko, 2008:223). Eade (1994:50) found that younger casino employees ranked promotions and transfer opportunities as more important than their older counterparts. A single person might, for example, prefer financial rewards and flexible lifestyle arrangements (Lawton & Chernyshenko, 2008:223).

Eade (1994:51) also found that job security was viewed as one of the most important satisfiers of one's job for male casino employees between the ages of 31 and 40. McCuiston and Wooldridge (2003:73) noted in 2003 that United States demographers predicted that women, people of any colour as well as ethnic minorities would represent 50% of all the new entrants to the US workforce by 2008, leading to a greatly diversified workforce that would have to be managed.

Mejbel *et al.* (2013:398) noted that, during the last two decades, organisations in the developed world have had an increased concern with regard to QWL with the aim of building a corporate culture of high quality that focuses on increasing productivity. According to Jaiswal (2014:83), QWL is increasingly being identified as a growing indicator with regard to the function and sustainability of business organisations. Eade (1994:43) found that with any service industry, success is predicted based on the quality of service rendered by the employees through the job satisfaction and training realised by the employees. Wan and Chan (2013:348) and Mejbel *et al.* (2013:398) remarked that when employees experience a QWL, that their job satisfaction, task performance and productivity are increased, they are less frequently absent and have a lower turnover rate. Their tardiness displays a lower frequency, they show enhanced organisational effectiveness and display organisational commitment (Wan & Chan, 2013:348).

Mejbel *et al.* (2013:398) also noted that a high QWL will ensure that organisations attract and retain qualified, committed and motivated employees. Keyes and Magyar-Moe (2003:419) made the comment that a state of well-being is a motivation for people to have a better and more productive life across all of their life domains. Wan and Chan (2013:348) and Mejbel *et al.* (2013:398) mentioned that in our ever-changing fast-paced society, managers need to determine what makes employees feel satisfied about their lives at work. This is vital so that human resources practitioners can deal with the policies and practices that affect the employees' effectiveness and efficiency.

Eade (1994:44) noted that the human resources function has become an integral part in the success formula for a casino operation. Back *et al.* (2011:111) add to this by commenting that attracting and retaining hospitality or casino employees who are able to provide exceptional customer service should be high on human resources departments' list of priorities. Mejbel *et al.* (2013:398) focused their study on 15 studies regarding QWL of employees, only one article included related research on casino employees' QWL and these employees were based in Macau (China).

Due to this limited research on casino employees, this study will add to literature related to South African casino employees and will assist human resources managers in the better management of them considering their gender and the influence that will have on their QWL. Considering all the results of this survey, it should also assist human resources managers in creating a workplace that fosters good QWL. This could be pronouncements such as what type of casino employee to appoint based on their demographic characteristics, as these demographic characteristics will lead to a certain QWL experienced in the various QWL domains.

The focus on casino employees themselves and the quality working environment in the hospitality and tourism literature seems to be very limited and with various public debates; therefore, this untouched topic should be focused on (American Gaming Association, 2007:1; Wan & Chan, 2013:348). Wan and Chan (2013:351) remarked that there is a definite absence in academic studies covering the QWL of casino employees as well as the unique working environment and nature of their job that casino employees need to cope with.

Penny and Joanne (2013:348) second this by noting that the QWL of specifically casino employees is currently an untouched topic in existing hospitality and human resources management research. Taking into consideration the literature as just described, the author will aim to determine the effect of casino employees' demographic variables on QWL domains. Human resources of casino employees need to understand their employees better which is why the author focus on these two areas.

The following sections will include the conceptual framework, review of literature followed by the research methodology. Following the methodology, the results will be presented and discussed. Lastly, the findings, managerial implications and conclusions will be presented.

## **3.2 CONCEPTUAL FRAMEWORK**

As can be seen in Figure 3.1, the aim of this article will focus on various demographic variables of casino employees, such as their gender, whether they gamble, smoke or drink, education and the relationship between these demographic variables and their QWL domains, which consist of domains such as the health and safety domain (Lippit, 1987:6; Sirgy *et al.*, 2001:280; Rethinam & Ismail, 2008:61; Mejbél *et al.*, 2013:400; Jaiswal, 2014:86; Dehaghi & Sheikhtaheri, 2014:537), economic and family domain (Lippit, 1987:6; Sirgy *et al.*, 2001:280; Wan & Chan, 2013:352; Mejbél *et al.*, 2013:400; Jaiswal, 2014:86; Dehaghi & Sheikhtaheri, 2014:537), social domain (Lippit, 1987:6; Sirgy *et al.*, 2001:281, Wan & Chan, 2013:352; Dehaghi & Sheikhtaheri, 2014:537), esteem domain (Sirgy *et al.*, 2001:281), actualisation domain (Lippit, 1987:6; Sirgy *et al.*, 2001:281), knowledge domain (Lippit, 1987:6; Sirgy *et al.*, 2001:282; Rethinam & Ismail, 2008:64; Wan & Chan, 2013:352; Mejbél *et al.*, 2013:400; Jaiswal, 2014:86), feelings about the company (Mejbél *et al.*, 2013:400; Dehaghi & Sheikhtaheri, 2014:537) and leisure domain (Lippit, 1987:6; Rethinam & Ismail, 2008:64).

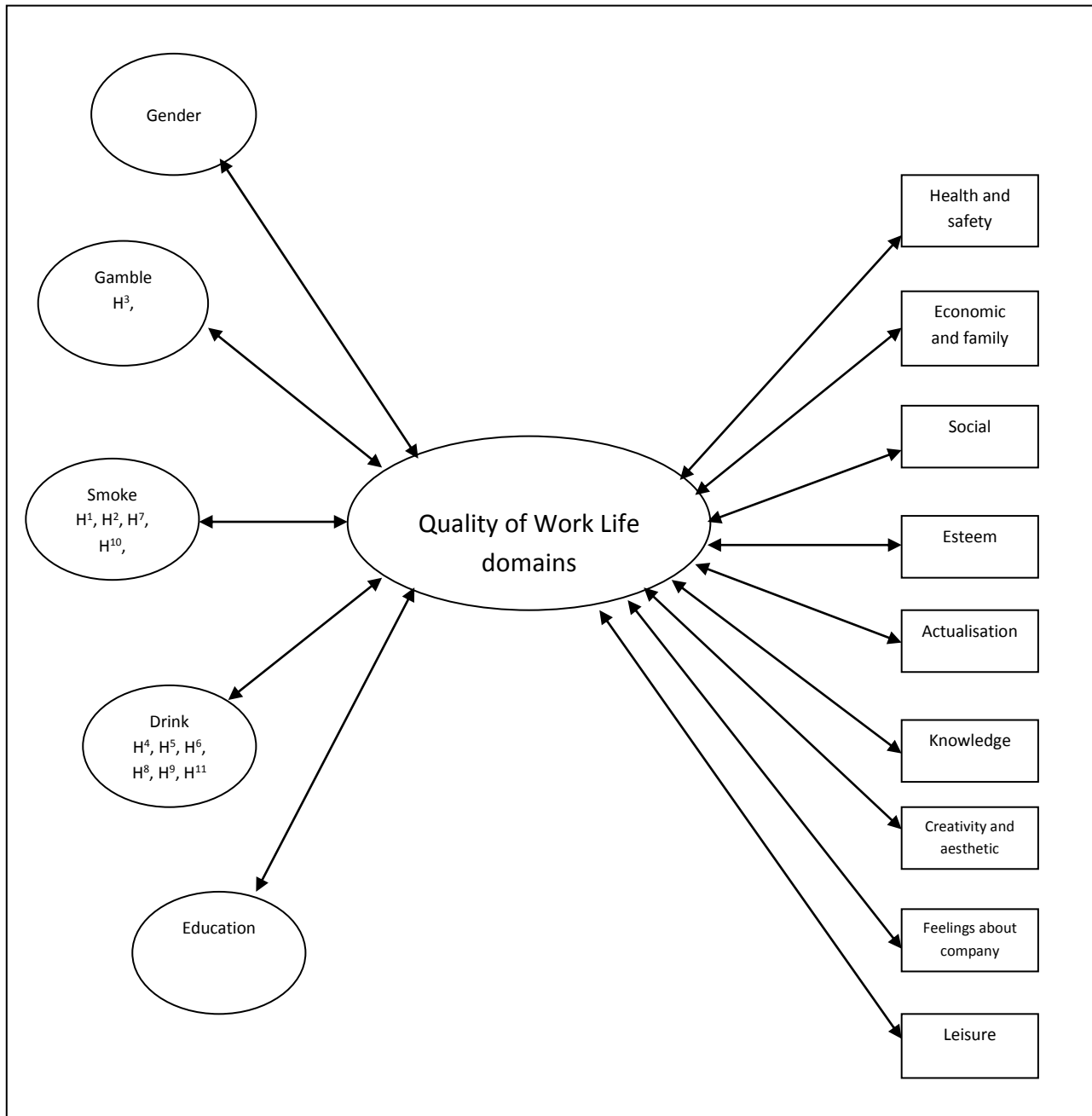
## **3.3 LITERATURE REVIEW**

Based on the conceptual framework and for ease of interpretation, the literature review will consist of three sub-headings. Firstly, casino employees will be discussed as these employees form part of the study population, secondly the demographic variables and finally the QWL domains.

### **3.3.1 Casino employees**

Casino employees work in a 24/7 working environment with day, night and graveyard shifts, seven days a week, through weekends, and public holidays, standing most of the time (Wan & Chan, 2013:350). This results in casino employees working irregular hours and night shifts and having days off when the rest of the community has to work, which can lead to feelings of isolation (Tiyce, Hing, Cairncross & Breen, 2013:136). Staffing levels in casinos are based on customer peak service times and





**Figure 3.1: The hypothesised conceptual framework of the relationship between casino employees' demographic variables and QWL domains**

when property occupancies are the highest, which, in turn, again is determined by the destination's weather, holiday seasonality and property promotions (Thomas, Thomas, Brown & Kim, 2014). In addition to the strange shifts, casino employees experience uncertainty due to unpredictable and irregular rosters and time off (Tiyce *et al.*, 2013:146). Wan and Chan (2013:350) mentioned that, similar to other hospitality jobs, casino work can also be very physically demanding.

The American Gaming Association (2007:1) found that casino employees view their jobs in a positive way, as a way of opening various doors and allowing them to flourish in different aspects of their lives as they earn an income, can increase their savings, can work towards reducing their debt, can continue with their education, can buy themselves a home while supporting their family and also give back to the community. Eade (1994:48) found during his survey that the greatest training need the casino employees have is to gain knowledge on the internal control procedures and gaming regulations of the casino.

Casino employees' service performance ultimately affects the rate of player retention and casino revenues and profitability (Prentice & King, 2011:51) and ultimately the reason why organisations should look after these employees. Similar to assets on a balance sheet, such as buildings and vehicles, employees are seen as a capital investment (Thomas *et al.*, 2014). Bradley, McColl-Kennedy, Sparks, Jimmieson and Zapf (2010:221) developed the service encounter needs theory where they found that during a service interaction, it fulfils both the employee and the guests' psychosocial needs and results in certain emotions being experienced by both parties, such as annoyance, anger, rage, joy or even delight. The casino employees that the author will be focusing on during this research were specifically cashiering employees, tables employees (e.g. Black Jack, Roulette) and slots employees on all levels from ground level employees to supervisory level and management level. This is supported by the question raised by the American Gaming Association (2007:1) on what is the quality of casino employees' jobs? Thomas *et al.* (2014) stated that casino studies in the academic literature are limited, and that the reason for this is that the casino industry is very protective of its employee and customer information and data. The casino industry is a very competitive market and competition is looking for data and information on profitable customers and qualified employees (Thomas *et al.*, 2014).

### **3.3.2 Demographic variables**

Chen and Francesco (2000:873) made the statement that various demographic variables (age, gender, marital status, position and education) cause employees to behave differently and have different relationships with, for instance, organisational commitment and turnover intent. Ganesh and Ganesh (2014:231) found that gender influences many of a person's personal beliefs and what he/she values at work. An example of this is that females in China are still seen as subordinate to men and therefore do not experience equal treatment at work, which influences their commitment to work.

Chen and Francesco (2003:496) therefore stated that demographic variables need to be studied as they do indeed influence the performance and commitment of employees in the working environment. McCuiston and Wooldridge (2003:76) argue that leaders have the challenge of achieving a balance between the human needs of diverse working groups and, on the other hand, reaching business objectives. Because the workforce is changing so much with regard to demographic variables, the business needs to adapt to this, align its business strategies with the demographic variables of employees, which then should result in business growth, profitability and sustainability (McCuiston & Wooldridge, 2003:73). Crooker, Faye and Tabak (2002:388) support this finding by stating that globalised operations are required to accommodate a broader spectrum of cultural diversity as well as an influx of women and minorities.

In most developed economies, the workforce is steadily aging due to a declining birth rate and the greying of the baby boomers generation. The risk of this demographic shift is that as employees get older and retire, companies lose critical knowledge, expertise and skills as well as decreased productivity (Strack, Baier & Fahlander, 2008:120). A study by Ganesh and Ganesh (2014:229) found that Indian banking employees' gender is a significant predictor of QWL. The reason was found that banking employees are required to handle relationships with internal and external customers and woman with feminine variables (such as giving high importance to

positive social relationships and being able to solve problems) are seen as the ideal frontline employee by customers and their co-workers and so influencing their QWL experienced (Ganesh & Ganesh, 2014:245). Men, on the other hand, are seen as being aggressive and forceful in the way they solve problems and being goal-orientated (Ganesh & Ganesh, 2014:245).

### **3.3.3 Quality of Work-Life domains**

Penny and Joanne (2013:349) and Sirgy *et al.* (2001:241) argued that QWL is the employees' evaluation of favourable conditions and environments of a workplace, job requirements, supervisory behaviour and ancillary programmes that support and promote the employees' satisfaction. It is the observation of an employees' physical, technological, social and psychological factors that affects employees' QWL and must consist of job-related well-being, the extent to which work experiences are rewarding and fulfilling and not comprising stress and other negative personal consequences (Jaiswal, 2014:83). Mejbél *et al.* (2013:398) defined QWL as all the measurements that are taken so that the employee's body and soul are preserved and therefore brings forth satisfaction and gratitude in the working life. According to Penny and Joanne (2013:348) and Mejbél *et al.* (2013:398), a good QWL can increase employees' job satisfaction and task performance, reduce their absenteeism and turnover rate, result in a lower tardiness frequency and enhance overall organisational effectiveness and commitment. Wan and Chan (2013:350) and Jaiswal (2014:84) found during their literature review that good working relationships, organisational support, a good work-life balance and quality staff facilities are important QWL dimensions for hospitality employees due to their job nature and the characteristics thereof. According to Wan and Chan (2013:356) and Tiyce *et al.* (2013:135), casino employees expect good compensation, job security, career advancement opportunities and fringe benefits due to the stressful and smoking environment they have to work in. In the study completed by Eade (1994:50), wages were listed as the number one job satisfier among casino employees; secondly, medical insurance; and thirdly, job security. This indicated a red flag to Eade (1994:52), as this means that casino employees have not progressed beyond the survival stage in Maslow's hierarchy of needs and are merely on the survival level.

As Wan and Chan (2013:350) stated, a working environment that fosters cooperative relationships between employees to come together, connect, share stories and build trust will facilitate the building of social capital and also employees that will be able to work with different customer requests and even rude guests and then finally unsympathetic supervisors. If employers look after employees' QWL, they will be able to attract and retain skilled employees who have the responsibility of balancing their work, family and other life matters (Penny & Joanne, 2013:348).

The domains that will be focused on during this study are the health and safety domain, economic and family domain, social domain, esteem domain, actualisation domain, knowledge domain, creativity and aesthetic domain, feelings about the company and leisure domain. Looking at the QWL domains, Wan and Chan (2013:352) and Penny and Joanne (2013:348) focused during their research on only four of these domains, namely human resources policies (fair pay, fringe benefits, rewards, career advancement, and promotions and training), work-group relationships (cooperation, recognition, supervision and communication), job characteristics (time to rest and shift work), and physical work environment (smoking/non-smoking environment). Wan and Chan (2013:350) also found that other fringe benefits such as a good cafeteria, staff quarters, transportation, good healthcare facilities, free counselling services and a good pension scheme are considered as benefits that will add to casino employees who are working prolonged shifts to experience a well-balanced work-life balance. Mejbél *et al.* (2013:400) focused on four additional areas, such as the employees' job satisfaction, the involvement of top management, communication, and the cohesion of work and life, and Jaiswal (2014:86) added one more area, namely balance between work with non-work life. Mejbél *et al.* (2013:403) during their study found that rewards, benefits and compensation are the highest drivers of QWL. Jaiswal (2014:86) concluded that techniques to improve QWL include job redesign, opportunities for career development, flexible work schedules and having job security. Dehaghi and Sheikhtaheri (2014:537) also did a QWL study on nursing managers and focused on similar domains such as financial, educational and managerial factors, participation in decision-making, job design, communication and team work, work environment and job satisfaction. During this study, it was found that only 16% of the nursing

managers were dissatisfied with their jobs and wanted to leave their jobs, meaning nursing managers experience an acceptable level of QWL (Dehaghi & Sheikhtaheri, 2014:538). Being able to maintain a work-life balance characterised by being able to balance one's individual complex life with environmental and personal resources such as family, the community, your employer, profession, geography, information, economics, your personality and values that you believe in (Crooker *et al.*, 2002:389).

Mejbel *et al.* (2013:403) listed QWL domains from the most important to the least important as rated by employees. Table 3.1 indicates the QWL domains from the most highly rated to the lowest rated according to their study.

In Table 3.1, it can clearly be seen that financial rewards and compensation are top of the list, followed by personal career development. Crooker *et al.* (2002:388) mentioned that evolving work relationships are an important domain of employees' lives. In an ever-changing fast-paced society, Penny and Joanne (2013:348) noted that determining what makes an employee feel satisfied about their working lives is vital for human resources practitioners in order for them to create policies and practices that will affect employees effectively and efficiently.

**Table 3.1: Most extracted QWL domains across 15 studies in comparison with the QWL domains the author focused on**

QWL domain	Frequency out of 15 studies	Current study QWL domains
Reward, benefits and compensation	13	Economic and family domain
Career development	10	Actualisation and knowledge domain
Communication	8	Esteem domain
Safety and Security	7	Health and Safety domain

Top management involvement	6	Social domain
Cohesion of work and life	5	Leisure domain
Job satisfaction	2	Feelings about the company
Employee motivation	1	Esteem domain
		Creativity and Aesthetic domain

**Source: adapted from Mejbél et al. (2013:403)**

According to Sirgy *et al.* (2001:241), QWL differs from job satisfaction in that job satisfaction is just one of the many outcomes if employees experience a good QWL. Similarly, QWL affects other life domains such as your family life, leisure life, social life and financial life (Sirgy *et al.*, 2001:242). Mejbél *et al.* (2013:399) stated that monitoring employees' views of their QWL experience will assist the employers to get an idea of where he/she can make improvements within the organisation. When an organisation has focused on supplying its employees with a good QWL, the result will be that employee well-being and overall satisfaction will improve (Jaiswal, 2014:83).

Following, the authors propose the following null hypothesis:

### **3.4 NULL HYPOTHESIS**

Hypothesis <sup>1</sup>: There is no significant relationship between casino employees' smoking habits and leisure time QWL domain.

Hypothesis <sup>2</sup>: There is no significant relationship between casino employees' smoking habits and leisure preferences QWL domain.

Hypothesis <sup>3</sup>: There is no significant relationship between casino employees' gambling habits and health and safety QWL domain.

Hypothesis <sup>4</sup>: There is no significant relationship between casino employees' drinking habits and economic and family QWL domain

Hypothesis <sup>5</sup>: There is no significant relationship between casino employees' drinking habits and esteem QWL domain.

Hypothesis <sup>6</sup>: There is no significant relationship between casino employees' drinking habits and actualisation QWL domain

Hypothesis <sup>7</sup>: There is no significant relationship between casino employees' smoking habits and knowledge QWL domain

Hypothesis <sup>8</sup>: There is no significant relationship between casino employees' drinking habits and knowledge QWL domain

Hypothesis <sup>9</sup>: There is no significant relationship between casino employees' drinking habits and creativity QWL domain

Hypothesis <sup>10</sup>: There is no significant relationship between casino employees' smoking habits and their feelings about the company QWL domain

Hypothesis <sup>11</sup>: There is no significant relationship between casino employees' drinking habits and their feelings about the company QWL domain

### **3.5 METHOD OF RESEARCH**

The research methodology was twofold, consisting of a literature study and an empirical research survey. Secondary data for the research topic were collected from existing literature related to demographic variables and QWL domains as well as by means of a questionnaire, utilised to capture the primary data. A quantitative study ensures that trends and relationships can be measured between variables (Maree & Pietersen, 2007:145)

#### **3.5.1 Research design**

During this research, a cross-sectional research design was used. The entire target population of 3 023 casino employees was therefore supplied with a questionnaire (c.f.1.7.3) and could be completed, anonymously, by casino employees at each unit of the selected company under investigation.



### **3.5.2 Sampling method**

A proposal was sent to the HR director of the casino group in September 2012 to which the human resources director gave consent to continue with the study. Appropriate communication was sent out to all units informing them of the study that would take place, the process that would happen and inviting the units to participate in the study. The study population for this research included slots employees (guest service attendants, floor supervisors, floor shift managers, technical engineers, and gaming managers), tables employees (dealers, inspectors, pit bosses and tables managers) and cashiering employees (cashiers, shift managers and cashier managers). Ellis and Steyn (2003:51) noted that the advantage of a random sampling is that it enables one to study a population with limited time and money available. In March 2013, the questionnaires (c.f.1.7.3) were distributed via internal post to 12 of the units that indicated their willingness to take part in the study. The respondents were divided by their managers, based on the various job titles and within these job titles a random sampling technique was drawn from the study population (casino employees). In April and May 2013, the fully completed questionnaires were returned to the author. Based on the number of casino employees currently employed in the group, 3 032 questionnaires were mailed to the various units and 1 502 fully completed questionnaires were received back. The other questionnaires that were not filled in could be due to casino employees being on leave, weekly days off, training or working unusual shifts (when management is not around to hand out questionnaires). According to Krejcie and Morgan (as cited by Draugalis & Plaza, 2009:2), from a population of 3 000 (N), 341 respondents (S) are considered as being representative of the study. According to Israel (2009:3), from a population of 3 000 (N), 811 respondents (S) are considered representative and result in a 95% level of confidence with a  $\pm 3\%$  sampling error. Ercan, Yazici, Sigirli, Ediz and Kan (2007:291) confirm that an Omega coefficient requires a large sample size. The number of fully completed questionnaires the author received is therefore definitely representative as four times the needed number of fully completed questionnaires had been received. According to Weston and Gore (2006:734), more participants yield more statistical power, with the suggestion that any SEM needs a minimum sample size of 200, meaning that this sample size is more than adequate. MacCallum, Browne and Sugawara (1996:142) agree with the

statement that a good sample size is necessary to achieve adequate power to be able to carry out a planned hypothesis test (MacCallum *et al.*, 1996:143).

### **3.5.3 Development of the questionnaire**

The questionnaire (c.f.1.7.3) consisted of 12 sections; Section A included measurers related to casino employees' demographic profile (*gender, age, relationship status, highest level of education, length of service* and finally whether they *smoke, gamble or drink alcohol*). These demographic measures have been derived from similar research conducted by Naudé, Kruger and Saayman (2013:334) on South African hospitality hotel and resort employees. There was also the research on casino employees registered with the American Gaming Association (American Gaming Association, 2007:7) and the study completed by Lee *et al.* (2008:193) on South Korean casino employees and therefore deemed useable for this study. Section B included the various measurers of QWL domains such as health and safety, economic and family domain, social domain, esteem domain, actualisation domain, knowledge domain, creativity and aesthetic domain, feelings about the company and leisure domain. The psychometric properties of the Likert scales used by the following authors were assessed and used in the current questionnaire. The QWL domain'  $\alpha \geq 0.07$  was first confirmed within the American context by Sirgy *et al.* (2001:260). Sirgy *et al.* (2001:259) found that all loadings of the QWL domains are large and significant with all standardised loadings greater than 2 and QWL producing a reliability coefficient of 0.78. The QWL domains was slightly adjusted for the South African context and has been confirmed by Naudé *et al.* (2012:159) and Naudé *et al.* (2013:334). The Likert scales used are reliable. Reliabilities obtained in both South African studies on QWL domains were above  $\alpha \geq 0.07$ , and therefore used in this study. Likert scales used in sections B – L in the questionnaire consisted of a five-point labelled Likert scale ranging from 1 – Strongly disagree to 5 – Strongly agree. De Beer, Pienaar and Rothmann (2013:5) noted that, in behavioural sciences, response variables are often non-continuous and, for this reason, psychological constructs are ideally measured on Likert scales.

### 3.5.4 Data capturing and statistical analysis

Data for the study were captured into SPSS 20.0 (SPSS Inc., 2011) and included descriptive (demographic variables) and inferential statistics (Cross-tabulations and Spearman rank correlations). Mplus, 7.1 (Muthén & Muthén, 2012:2) software was used to do the Confirmatory Factor Analyses, Omega reliabilities, Regression analyses and the SEM. A SEM is built from raw data that can form a correlation matrix or a covariance matrix (Weston & Gore, 2006:729). A SEM also has the use of specifying hypothesised relationships among variables (Weston & Gore, 2006:729). Muthén and Muthén (2012:7) described Mplus as a statistical modelling program that offers researchers a wide choice of models, estimators as well as algorithms that have easy-to-use interface and graphical displays of all types of data and that can analyse results. A SEM is defined as a general term to describe a large number of statistical models that have been used to evaluate the validity of substantive theories with experimental data (Lei & Wu, 2007:33). Mplus has been chosen, as De Beer *et al.* (2013:5) and Muthén and Muthén (2012:7) mentioned, due to its unique ability, it specifies continuous and/or categorical latent variables in analyses simultaneously.

Cross-tabulations will be interpreted by making use of the Cramer's V effect size. According to Ellis and Steyn (2003:51), for a p-value at Approximate Significance to actually be significant, the p-value is required to be equal to 0.05 ( $p=0.05$ ) or smaller than 0.05 ( $p\leq 0.05$ ). If the p-value is greater than 0.05 ( $p\geq 0.05$ ), then the measure has no statistical significance. According to Cohen (1992:157) and Cohen (1988:285), the effect sizes of the cross-tabulations can be interpreted by making use of the Cramer's V (small effect = 0.1 / 0.2; medium effect = 0.3 / 0.5; large effect = 0.5 / 0.8). Revelle and Zinbarg (as cited by Peters, 2014:60) and Graham (as cited by Dunn, Baguley & Brunnsden, 2014:405) confirmed that Omega is a more sensible and accurate approximation of a scale's internal reliability and consistency. Therefore, Omega is the preferred choice with a lesser risk of overestimations or underestimation of reliability (Dunn *et al.*, 2014:405). It is generally accepted that an Omega value ( $\omega$ ) of  $\geq 0.7$  is good; the higher the Omega reliability, the better the internal consistency of the Likert scales used.

A Confirmatory Factor Analysis (CFA) is done in order to test the measurement model and the hypothesised factors by determining whether indicators and relations load onto specific latent variables (Weston & Gore, 2006:724; Jackson, Gillaspay & Purc-Stephenson, 2009:6). The CFA is regarded as the initial step of a SEM, as it merely focuses on the relationships between the indicators and variables, where the SEM can be seen as a hybrid of factor and path analysis according to Weston and Gore (2006:720) and Jackson *et al.* (2009:6).

Pallant (2005:95) and Singh (2007:147) clarify that a Spearman rank correlation describes the strength and relationships between variables with a positive correlation signifying that as one variable increases, so does the other variable. On the other hand, with a negative correlation, it signifies that as one variable increases, so too the other variable decreases. Cohen (1998:258) gave guidelines with regard to effect sizes in correlations: an ( $r$ ) value of 0.10 to 0.29 only has a small effect and is not practically significant; an ( $r$ ) value of 0.30 to 0.49 only has a medium effect and has a practically visible difference and lastly, an ( $r$ ) value of 0.50 to 1.0 has a large effect and concludes that it is a practically significant difference.

According to Weston and Gore (2006:729), model specification does take place when one specifies which relationships are hypothesised to be existing or not, among the observed and latent variables. This is of great importance as any unspecified relationships among variables will be assumed to be equal to zero (Weston & Gore, 2006:729). Standardised regression analysis indicates the relationship between two variables. With a p-value  $<0.05$ , relationships will be statistically significant and will support the null hypothesis (Frost, 2013). The more complex a hypothesis model is, the larger sample sizes will be (MacCallum *et al.*, 1996:130). Ellis and Steyn (2003:51) remarked that statistical significance tests normally have the tendency to result in small p-values, which indicates significance as the size of the dataset increases.

Weston and Gore (2006:741) mentioned that, once a model has been estimated, it is time to fit the data of the model. The objective here will be to determine whether the associations that have been made among latent and measured variables within the estimated model do indeed adequately reflect the observed associations made in the data as well as underlying theories (Weston & Gore, 2006:741; Hooper *et al.*, 2008:53). MacCallum *et al.* (1996:130) strongly urged in their article to make use of confidence intervals for fits measure and to use hypothesis-testing frameworks for RMSEA as a defining way for statistical power analysis. According to Weston and Gore (2006:732), it is necessary to determine whether a model is over-, under- or just-identified by determining the number of degrees of freedom as well as what model has the most superior fit (Hooper *et al.*, 2008:53). According to Weston and Gore (2006:733), in a model with zero degrees of freedom, a model will then be just-identified; when the number of degrees of freedom is negative, then the model is under-identified and can therefore not be estimated; the greater the degrees of freedom, the more parsimonious will the model then be. Weston and Gore (2006:732) add that when a parsimonious model does indeed fit the data well, authors are then able to demonstrate associations between observed and latent variables.

Hooper *et al.* (2008:56) mentioned that in order to report on fit indices, it is sensible to include Chi-Square statistics, degrees of freedom and the p-value, the RMSEA with its associated confidence interval, as well as the CFI. When looking at the fit of the model, there are three types of fit indices that can be used. Two of these three are the Root Square Mean Error of Approximation (RMSEA) and the Comparative Fit Index (CFI) and/or the Tucker-Lewis Index (TLI) (Van de Schoot, Lugtig & Hox, 2012:487) and lastly the 90% confidence interval (90% CI) (Weston & Gore, 2006:742). The model Chi-Square ( $X^2$ ) value is the traditional way to measure overall model fit (Hooper *et al.*, 2008:53; Barret, 2007:816) in a SEM and is an accept-support test of the statistical null hypothesis of a perfect model fit (Steiger, 2007:894). Here, one would look at low  $X^2$  relative to the degrees of freedom with an significant p value ( $p \leq 0.001$ ) (Hooper *et al.*, 2008:53; Barret, 2007:816).

Barret (2007:816) explained that model fit is a matter of testing whether the degrees of freedom discrepancies are greater than it would have been expected by chance alone. Furthermore, one will look at the Chi-square divided by the degrees of freedom value of  $X^2/df$ . Hooper *et al.* (2008:54) mentioned that no consensus has been reached on the acceptable ratio for this statistic and therefore work from a high range of 5.0 according to Wheaton (as cited in Hooper *et al.*, 2008:54) until as low as 2.0, according to Tabachnick and Fidell (as cited in Hooper *et al.*, 2008:54). The RMSEA has a cut-off value of  $\leq 0.08$  and it is even better if the value is  $\leq 0.05$ , indicating fair fit with a 90% confidence interval needed (Van de Schoot *et al.*, 2012:488, Browne & Cudeck, as cited by MacCallum *et al.*, 1996:134), while values  $\geq 0.08$  indicate mediocre fit. Steiger (2007:897) suggested a more stringent criterion of RMSEA ( $\leq 0.07$ ), which has been accepted by Hooper *et al.* (2008:58). With the 90% CI a significance level of  $\geq 0.05$  is needed (MacCallum *et al.*, 1996:137), which means that the hypothesis of close fit will then be rejected. In addition to this, the focus will be on the Chi-square statistics, the degrees of freedom and the p-value. Both the CFI and TLI have to have values  $\geq 0.90$  and even better if they are  $\geq 0.95$  (Weston & Gore, 2006:743; Hooper *et al.*, 2008:55). Once the values become  $\geq 1.0$ , it can be an indication of over-fitting (Van de Schoot *et al.*, 2012:487).

### **3.6 EMPIRICAL RESULTS**

During this section the descriptive statistics of the study groups will be discussed as well as all the other statistical results found regarding this group.

#### **3.6.1 Descriptive statistics**

Looking at the casino employees of South Africa researched, it was found that 43% of the respondents were male, while 57% of them were female. The study completed by Wan and Chan (2013:352) found that 58% of their Macau casino employees were male employees. The American Gaming Association (2007:7) found during their study that 54% of their casino employees were male and 53% of South Korean casino employees were male (Lee *et al.*, 2008:193). Eade (1994:46) found during his study in Nevada, New Jersey, Riverboats and Native American Gaming Operations

that 54% of their respondents were females. Thomas *et al.* (2014) found that, when one looks only at leadership positions in the casino industry, the female representation is still very low. When looking at the respondents' ages, the 18 to 34 years age group was represented by 60% of the employees. The 35 to 44 years age group was represented by 27% of the casino employees. Respondents 45 to 54 years of age were represented by 12% of the employees, in line with 12.5% of the same age group in the study conducted by Wan and Chan (2013:352). Lastly, respondents 55 years and older were represented by 1% of the employees. These figures, compared to the research conducted by Eade (1994:46), differ a bit, indicating the South African casino employees tend to be younger of age than those in Eade's study. Eade (1994:46) found that ages 21 to 30 were represented by 24% of the employees, ages 31 to 40 by 34% of the employees, ages 41 to 50 by 26% of the employees, and ages 51 and up by 16% of the employees. 53% of the employees indicated that they are still single, in contrast to the 28% of the casino employees studied by the American Gaming Association (2007:7), 11% are living together compared to the 6% of the American Gaming Association (2007:7) study, 32% are married compared to 48% American casino employees (American Gaming Association, 2007:7) and the other 4% are either divorced or widowed, compared to the American casino employees who have a 14% divorced/separated/widowed percentage (American Gaming Association, 2007:7). When looking at their levels of education, 55% of the employees have accomplished matric compared to Wan and Chan (2013:352) who had 62.5% employees completed the same level of education, 19% have attained a certificate, 18% a diploma and 3% a degree. 5% of the employees only have high school or no education behind their names. Of the departments in the casinos the author focused on, 48% of the respondents indicated that they are currently employed at the tables department, 33% at slots and the other 19% at the cashiering department.

With the question on what additional benefits motivate the employees highly, 60% disagreed with the mention of stay-in facilities. Employees were divided about the benefits such as staff meals and study loans. Employees agreed (54%) on medical aid benefits, 70% agreed on the importance of the pension fund benefits and lastly 70% of the employees agreed that a bonus is indeed an additional benefit to them.

Wan and Chan (2013:352) found in their study that the fringe benefits that the Macau casino employees indicated were important to them included a good staff cafeteria with good quality meals, parking areas for staff, discounts for buying company products and free counselling services. 59% of the employees indicated that in the next five years they see themselves at another establishment, while 41% still see themselves at the same establishment. The longest years of service that have been recorded among the employees are two employees on 33 years of long service. 77% of the employees do not smoke, while 23% of the employees smoke at least one cigarette per week compared to the South Korean casino employees who indicated that 41% of them smoke (Lee *et al.*, 2008;193). 55% of the employees indicated that they do not drink at all, with 38% indicating that they drink less than 8 units in a week and 5% (71) of the employees drinking between eight and 14 units of alcohol per week and 3% (37) of employees drinking more than 14 units of alcohol per week. 78% of the employees indicated that they do not gamble at all, 1% (17) gamble once a week, 3% (51) of employees gamble once a month and 18% (262) indicated that they gamble at least once every six months.

Cross-tabulations in this study compare well with the responses of both genders, namely male and female. Warr (2007b:288) explained the importance of focusing on both genders' replies as early as in the early 1950s, married women's employment was relatively unusual, creating considerable debate about the personal and family impacts of the additional and sometimes conflicting demands of one's work and personal life. As an example, he found that the more work-home conflict or negative employment and family profile a woman has, the lower her happiness experienced is. Warr (2007b:290) found that there is definitely a difference in the happiness that men and women experience due to their different standards, different levels of emphasis and different cognitive processes. Warr (2007b:290) for instance found that women placed a greater emphasis on social components than men do, but on an overall average, men and women will report an equivalent level, or very small differences in the happiness experienced at the workplace. Other findings that was made was that women in general value mutually supportive relations in the workplace with co-workers and supervisors, equity and convenient working schedules more than men do, while men see autonomy (opportunity for control),



skills use, income and their job security as more important than their female counterparts do.

**Table 3.2: Cross-tabulations of casino employees indicating the relationship between their genders and demographic variables**

Chi-square p-value = 0.082 <b>Cramer's V = 0.081</b>		Gender	
		Male	Female
No education	Count	2	1
	Percentage	0.3%	0.1%
High school	Count	18	46
	Percentage	2.8%	5.5%
Matric	Count	368	445
	Percentage	57.9%	53.2%
Certificate	Count	122	156
	Percentage	19.2%	18.6%
Diploma	Count	106	164
	Percentage	16.7%	19.6%
Degree	Count	19	25
	Percentage	3.0%	3.0%
<b>Total</b>	<b>Count</b>	<b>635</b>	<b>837</b>
Chi-square p-value = 0.000 <b>Cramer's V = 0.258</b>		Gender	
		Male	Female
Do you smoke – Yes	Count	221	111
	Percentage	34.9%	13.4%
Do you smoke - No	Count	412	719
	Percentage	65.1%	86.6%

Total	Count	633	830
Chi-square p-value = 0.000 Cramer's V = 0.317		Gender	
		Male	Female
I do not drink	Count	238	561
	Percentage	37.8%	67.9%
I drink fewer than 8 units a week	Count	308	240
	Percentage	48.9%	29.1%
I drink 8 to 14 units a week	Count	54	17
	Percentage	8.6%	2.1%
I drink more than 14 units a week	Count	29	8
	Percentage	4.6%	0.9%
Total	Count	629	826
Chi-square p-value = 0.000 <b>Cramer's V = 0.158</b>		Gender	
		Male	Female
I never gamble	Count	447	700
	Percentage	70.2%	83.5%
I gamble once a week	Count	10	7
	Percentage	1.6%	0.8%
I gamble once a month	Count	30	21
	Percentage	4.7%	2.5%
I gamble once every 6 months	Count	149	110
	Percentage	23.4%	13.1%
Total	Count	636	838

In Table 3.2, it can be seen that the responses on the question regarding the employees' highest level of education, is not statistically significant with a p-value of 0.082. The majority of the respondents indicated that they have attained matric.

Comparing males to females, a small, practically non-significant effect ( $p \geq 0.005$ ) is noticed; men indicated that 0.3% of them have 'no education', 57.9% have 'Matric' and 19.2% have obtained 'Certificates', which are all higher percentages compared to their female counterparts. Looking at the female employees, they had more 'High school' qualifications at 5.5% and 'Diplomas' at 19.6%, which was higher than the men. On the question of having a degree, males and females were equal on degree as an education at 3% each. This then shows that the female casino employees are more educated than male casino employees, due to their higher education levels. Even though the findings on male and female education levels are not statistically significant, it will still be reported on as this adds value to the literature of tourism and human resources management.

Looking at the second question as to whether the casino employees smoke, it is found that the findings are statistically significant ( $p \leq 0.005$ ), with a medium effect with the Cramer's V value at 0.258. The majority of both male (65.1%) and females (86.6%) indicated that they do not smoke. There is clearly more males than females that do smoke (34.9% of the participants).

Thirdly, on the question whether casino employees drink, the results are statistically significant ( $p \leq 0.005$ ) and with a medium effect. It can clearly be seen that the majority of the female (67.9%) respondents indicated that they do not drink at all. The majority of the male respondents (48.9%) indicated that they drink fewer than eight units in a week. A worrying fact is that still quite a high number of men indicated that they drink eight to 14 units (8.6%) per week and even more than the 14 units (4.6%).

Lastly, Table 3.2 provides the statistically significant finding ( $p \leq 0.005$ ) with a small effect regarding casino employees' gambling behaviour. It is clearly indicated that the majority of both male (70.2%) and female (83.5%) respondents never gamble. What is very well evident is the fact that men in general seem to gamble more than

women do, especially when looking at whether they gamble once every six months (23.4%) compared to the 13.1% of female respondents.

Table 3.3 looks at the factor loadings of the various QWL domains as explained in point 1.2. The various questions contributed to each QWL construct. When looking at the Omega ( $\Omega$ ) values, all Omega values of the QWL constructs reach the criteria of  $\geq 0.7$ , except for the safety factor at 0.66, which is just on the brink, making all factors valid factors.

**Table 3.3: Factor loadings and Omega reliabilities of various QWL domains**

	Standardised estimate	S.E.	Two-tailed P-value	Omega $\Omega$
<b>Leisure time by</b>				<b>0.701</b>
Have at least 4 leisure activities/week	0.48	0.031	0.000	
Have enough time away from work	0.68	0.021	0.000	
My job does not interfere	0.86	0.02	0.000	
I take all my owed off-days	0.34	0.032	0.000	
I visit other casinos	0.15	0.038	0.000	
<b>Leisure preference by</b>				<b>0.753</b>
Prefer active leisure	0.52	0.03	0.000	
Leisure improves productivity	0.74	0.029	0.000	
Leisure forms part of lifestyle	0.82	0.033	0.000	
Prefer passive leisure	0.28	0.038	0.000	
<b>Safety</b>				<b>0.658</b>
My place of work is safe	0.64	0.022	0.000	
Physical demands not hazardous	0.62	0.023	0.000	
My job is not too stressful	0.42	0.031	0.000	

I do my best to stay healthy	0.57	0.025	0.000	
<b>Economic &amp; family</b>				<b>0.801</b>
Do not hear much griping about salary	0.41	0.025	0.000	
Feel that my supervisor cares about my economic well-being	0.75	0.016	0.000	
Feel that my job is secure for life	0.64	0.018	0.000	
This company cares for its employees and families	0.82	0.012	0.000	
My job allows me to attend to the needs of my family	0.72	0.015	0.000	
<b>Social</b>				<b>0.701</b>
I have good friends at work	0.71	0.016	0.000	
My place of work is friendly	0.53	0.027	0.000	
My job requires teamwork	0.84	0.018	0.000	
My supervisor cares that I have a life outside work	0.28	0.025	0.000	
<b>Esteem</b>				<b>0.803</b>
Employees are rewarded based on performance	0.69	0.017	0.000	
My supervisors appreciate the work I do	0.81	0.012	0.000	
People respect me as an expert in my field of work	0.70	0.015	0.000	
I have mastered the skills of my job	0.71	0.015	0.000	
My company distributes information about training	0.14	0.026	0.000	
<b>Actualisation</b>				<b>0.865</b>
Job allows me to realise my full potential	0.76	0.012	0.000	
Job requires me to make challenging decisions	0.63	0.016	0.000	
Company has a programme that ensures employees are evaluated for possible promotions	0.74	0.013	0.000	
Company tries hard to help employees to be the best they can be	0.83	0.01	0.000	

My supervisor cares about who I am	0.77	0.013	0.000	
<b>Knowledge</b>				<b>0.866</b>
Company helps employees learn needed skills	0.78	0.013	0.000	
Job requires me to learn new things	0.83	0.01	0.000	
Job requires me to think about things that can help me grow as a person	0.88	0.009	0.00	
<b>Creativity</b>				<b>0.848</b>
Job requires me to express a degree of creativity	0.71	0.015	0.000	
Design of my work facilities is beautiful	0.73	0.014	0.000	
Job helps me develop a better appreciation of aesthetics	0.80	0.011	0.000	
Supervisor thinks highly of creative people	0.83	0.012	0.000	
<b>Feelings about company</b>				<b>0.782</b>
Feel very little loyalty to company	0.59	0.019	0.000	
My values are similar to company's values	0.87	0.011	0.000	
Company really inspires the best in me by way of job performance	0.74	0.015	0.000	
Find it difficult to agree with company's policies	-0.24	0.027	0.000	
Best of all companies to work for	-0.14	0.027	0.000	

**Table 3.4: The model fit indices of the SEM of the QWL domains ( $n= 1\ 502$ )**

Description	$X^2$	$df$	CFI	TLI	RMSEA	p-value
<b>Research model</b>	6898.82	993	0.91	0.90	0.06	0.001

$X^2$ , Chi-Square;  $df$ , Degrees of freedom; CFI, Comparative Fit Index; TLI, Tucker-Lewis Index; RMSEA, Root Mean Square Error of Approximation.

In Table 3.4, the model fit of the QWL domains was investigated. As Lei and Wu (2007:34) explained, a model data fit will indicate the extent to which a postulated network of relations is possible among different variables. The sample size had an effect on the Chi-square, but an overall good fit was observed. The p-value only has to be  $\leq 0.001$  to be statistically significant (Pallant, 2005:130). According to Barret (2007:816), a larger sample size (bigger than 200) will more than likely lead to the model failing to fit by using the  $X^2$  test. The value of  $X^2/df$  is  $6898.82/993=6.9$ , which is still very high, probably due to the large sample size, which means the author continued with this SEM cautiously and accepted it as 'good enough' for practical purposes, as suggested by Barret (2007:816). The RMSEA has an acceptable fit at 0.063, which is indeed  $\leq 0.07$  and close to the proposed  $\leq 0.06$  as suggested by Lei and Wu (2007:37). Looking at the CFI and TLI, the values have to be  $\geq 0.90$ , or as Hooper *et al.* (2008:55) and Lei and Wu (2007:37) explained, between 0.0 and 1.0, with values closer to 1.0, indicating a good fit. The CFI is greater at 0.909, while the TLI produced satisfactory results at a value of 0.897. Overall, the model fit of QWL domains produced an acceptable fit, proving that the proposed model of QWL domains has a fit.

In Table 3.5, the author will be looking at the Spearman rank correlation coefficient analysis. For the purposes of this study, the author will only focus on large effect sizes ( $r \geq 0.5$ ) in the correlations in order to report practically significant differences. These will indicate correlations between different QWL domains and demographic variables. From Table 3.5, it can be found that smoking and drinking have a large positive correlation. Between leisure time and the following QWL domains there is a large positive correlation, namely economic and family domain, social domain, esteem domain, and actualisation domain, while a strong negative correlation is found between leisure time and commitment to the company. A strong positive correlation is found between health and safety and the casino employees' economic and family domain, social domain, esteem domain, actualisation domain, knowledge domain and a large negative correlation is found between the health and safety domain and commitment to the company domain.

**Table 3.5: Correlations matrix ( $r$ ) of the latent variables ( $n = 1\ 502$ )**

<b>Correlations (<math>r</math>)</b>	Gender	Gamble	Smoke	Drink	Leisure Time	Leisure Preference	Safety	Economic & Family	Social	Esteem	Actualisation	Knowledge	Creativity	Commitment
Gender	-													
Gamble	<b>-0.26*</b>	-												
Smoke	<b>-0.40**</b>	0.25*	-											
Drink	<b>-0.45**</b>	0.34**	0.53***	-										
Leisure Time	<b>-0.03</b>	<b>-0.10*</b>	<b>-0.14*</b>	<b>-0.07</b>	-									
Leisure Preference	<b>-0.05</b>	0.03	<b>-0.10*</b>	<b>-0.02</b>	0.22*	-								
Safety	0.04	<b>-0.15*</b>	<b>-0.07</b>	<b>-0.07</b>	0.49**	0.23*	-							
Economic and Family	0.01	<b>-0.08</b>	0.00	<b>-0.12*</b>	0.67***	0.10*	0.70***	-						
Social	<b>-0.05</b>	<b>-0.06</b>	0.00	<b>-0.05</b>	0.60***	0.28*	0.67***	0.87***	-					
Esteem	<b>-0.03</b>	<b>-0.07</b>	<b>-0.01</b>	<b>-0.10*</b>	0.53***	0.19	0.60***	0.81***	0.87***	-				
Actualisation	<b>-0.07</b>	<b>-0.05</b>	<b>-0.02</b>	<b>-0.09</b>	0.53***	0.20*	0.60***	0.75***	0.87***	0.91***	-			
Knowledge	0.00	<b>-0.02</b>	0.06	<b>-0.09</b>	0.46**	0.23*	0.55***	0.63***	0.68***	0.76***	0.89***	-		
Creativity	<b>-0.02</b>	<b>-0.03</b>	<b>-0.01</b>	<b>-0.03</b>	0.41**	0.04	0.33**	0.42**	0.22*	0.31**	0.23*	0.31**	-	
Commitment	0.01	0.08	<b>-0.04</b>	0.10	<b>-0.57***</b>	<b>-0.21*</b>	<b>-0.61***</b>	<b>-0.78***</b>	<b>-0.72***</b>	<b>-0.73***</b>	<b>-0.81***</b>	<b>-0.76***</b>	<b>-0.43**</b>	-

\* Small correlation ( $r = 0.10$ - $0.29$ )

\*\* Medium correlation ( $r = 0.30$ - $0.49$ )

\*\*\* Large correlation ( $r = 0.50$ - $1.0$ )



A large positive correlation was found between economic and family domain and social, esteem, actualisation and knowledge QWL domains, while a large negative correlation was found between economic and family domain and commitment to the company domain. A large positive correlation was found between the social QWL domain and esteem, actualisation and knowledge domains, while a large negative correlation was found between social and commitment to the company domain. The esteem QWL domain had a large positive correlation with actualisation and knowledge, while a large negative correlation was found between the esteem domain and commitment to the company. Actualisation had a large positive correlation with the knowledge domain, while it had a large negative correlation with commitment to the company. The knowledge domain was also largely negatively correlated with commitment to the company.

**Table 3.6: Regression analysis between demographic variables and QWL domains**

Regression values	Standardised estimates	Unstandardized estimates	S.E.	p-Value
Leisure time ON				
Gambling	0.01	0.01	0.02	0.821
<b>Smoking</b>	<b>-0.17</b>	<b>-0.08</b>	<b>0.03</b>	<b>0.003</b>
<b>Drinking</b>	-0.02	-0.01	0.03	0.644
<b>Gender</b>	<b>-0.10</b>	<b>-0.05</b>	<b>0.02</b>	<b>0.036</b>
Leisure preference ON				
Gambling	0.05	0.02	0.02	0.322
<b>Smoking</b>	<b>-0.15</b>	<b>-0.08</b>	<b>0.03</b>	<b>0.007</b>
Drinking	0.00	0.00	0.03	0.970
Gender	-0.06	-0.03	0.03	0.203
Safety ON				
<b>Gambling</b>	<b>-0.13</b>	<b>-0.09</b>	<b>0.03</b>	<b>0.008</b>
Smoking	-0.04	-0.02	0.04	0.554
Drinking	-0.03	-0.02	0.04	0.594

Gender	-0.03	-0.02	0.03	0.597
Economic & family ON				
Gambling	-0.05	-0.02	0.02	0.212
Smoking	0.09	0.04	0.02	0.122
<b>Drinking</b>	<b>-0.17</b>	<b>-0.07</b>	<b>0.02</b>	<b>0.001</b>
Gender	-0.05	-0.02	0,02	0,347
Social ON				
Gambling	-0.05	-0.03	0.03	0.326
Smoking	0.04	0.03	0.04	0.533
Drinking	-0.07	-0.05	0.04	0.179
Gender	-0.08	-0.06	0.04	0.127
Esteem ON				
Gambling	-0.05	-0.04	0.03	0.217
Smoking	0.04	0.03	0.04	0.465
<b>Drinking</b>	<b>-0.14</b>	<b>-0.10</b>	<b>0.03</b>	<b>0.004</b>
<b>Gender</b>	<b>-0.09</b>	<b>-0.06</b>	<b>0.03</b>	<b>0.054</b>
Actualisation ON				
Gambling	-0.04	-0.03	0.03	0.363
Smoking	0.01	0.01	0.04	0.861
<b>Drinking</b>	<b>-0.14</b>	<b>-0.11</b>	<b>0.04</b>	<b>0.005</b>
<b>Gender</b>	<b>-0.14</b>	<b>-0.10</b>	<b>0.03</b>	<b>0.002</b>
Knowledge ON				
Gambling	-0.01	0.00	0.03	0.912
<b>Smoking</b>	<b>0.15</b>	<b>0.12</b>	<b>0.04</b>	<b>0.005</b>
<b>Drinking</b>	<b>-0.17</b>	<b>-0.14</b>	<b>0.04</b>	<b>0.001</b>
Gender	-0.02	-0.02	0.03	0.689
Creativity ON				
Gambling	-0.03	-0.06	0.03	0.075
Smoking	-0.01	-0.02	0.04	0.652

<b>Drinking</b>	<b>-0.03</b>	<b>-0.07</b>	<b>0.04</b>	<b>0.046</b>
<b>Gender</b>	<b>-0.05</b>	<b>-0.10</b>	<b>0.03</b>	<b>0.003</b>
Company ON				
Gambling	-0.06	-0.04	0.03	0.143
<b>Smoking</b>	<b>0.12</b>	<b>0.07</b>	<b>0.03</b>	<b>0.031</b>
<b>Drinking</b>	<b>-0.17</b>	<b>-0.10</b>	<b>0.03</b>	<b>0.001</b>
Gender	-0.06	-0.03	0.03	0.235

Based on the results of the regression analyses and the stipulated hypothesis, the following will be reported on:

- In Table 3.6, the standardised regression weights ( $\beta=-0.17$ ) indicate that there is a statistically significant relationship between leisure time and casino employees' smoking habits and therefore does not provide support for H<sup>1</sup>. This means that the more leisure time casino employees have, the less they will be likely to smoke. Naudé *et al.* (2012:166) support this finding by their statement that the amount of time spent on leisure activities will determine how much money a person has left to spend on other things, such as cigarettes.
- Looking at the relationship between leisure preference and smoking, the standard regression weights ( $\beta=-0.15$ ) have a statistically significant relationship, therefore not supporting H<sup>2</sup>. This means that casino employees who enjoy active/passive leisure activities, do not tend to smoke. Steptoe, Wardle, Fuller, Holte, Justo, Sanderman and Wichstrøm (2007:849) support this finding in that they found that a lack of exercise was associated with cigarette smoking across 21 countries.
- With the health and safety domain, it was found that there is a statistically significant relationship with gambling, with a weight of  $\beta=-0.13$ , and therefore not supporting H<sup>3</sup>. This means that there is a negative relationship between casino employees' gambling behaviour and the health they experience. Lee *et al.* (2008:195) confirm this finding with their study where they found that

casino employees with gambling problems experienced a reduced mental health and higher likelihood to have depression.

- The standardised regression weights ( $\beta=-0.17$ ) indicate that there is indeed a statistically significant relationship between the economic and family domain and the drinking behaviour of casino employees. This finding therefore does not support H<sup>4</sup>. There is a negative relationship between the economic and family domain and drinking, which means the more a casino employee will drink, the less money they will have left over and the less time they will spend with their family. Bouchery, Harwood, Sacks, Simon and Brewer (2006:516) also found that drinking leads to decreased earnings potential.
- Looking at the relationship between the esteem domain and the drinking behaviour of the casino employees, the standard regression weights ( $\beta=-0.14$ ) have a statistically significant negative relationship, and therefore do not support H<sup>5</sup>. The author therefore makes the conclusion, as supported by Corbin, McNair and Carter (2015:20), that people who drink have a lower self-esteem. This can be that employees feel that they have a higher self-esteem when they have consumed alcohol, but the aftermath after they have heard/seen what they have done when they were intoxicated actually decreases their esteem even more with the shame they experience.
- With the actualisation domain, it was found that there is a statistically significant relationship with drinking ( $\beta=-0.14$ ); therefore, not supporting H<sup>6</sup>. The negative relationship shows that one's self-actualisation and actually reaching in life that you are aspiring to will decrease as you drink more. The study done by Fry (2008:231) found that drivers drinking under the influence of alcohol actually have higher levels of self-actualisation, believing that they will not be involved in a car accident.
- With the relationship between the knowledge domain and smoking of casino employees, the standardised regression weights are  $\beta=0.15$  and do have a statistically significant relationship, which does not support H<sup>7</sup>. Hsieh, Yen, Liu and Lin (1994:87) found that as people's knowledge about their health improves, their smoking participation decreases. This then supports this

study's finding that as people's knowledge of health increases, their smoking will decrease.

- The standardised regression weights ( $\beta=-0.17$ ) indicate that there is indeed a statistically significant relationship between the knowledge domain and drinking, which then does not support  $H^8$ . Walsh, Bondy and Rehm (1998:241) found that increased knowledge about drinking can improve the drinking behaviour of people, supporting the finding that suggests as your knowledge increases, your drinking will decrease.
- Looking at the relationship between the creativity domain and drinking, the standard regression weights are  $\beta=-0.03$  and have a statistically significant relationship, therefore not supporting  $H^9$ . Holm-Hadulla (2013:1) mentioned that many pop musicians have the hope that alcohol and drugs will increase their creativity, and actually found that the daily use of alcohol decreases one's creativity. This supports the finding of this study where it was found that as one drinks more, one's creativity declines.
- With the feelings about the company domain, it was found that there is a statistically significant relationship with smoking, with a weight of  $\beta=0.12$ , which supports  $H^{10}$ . This shows that as smoking increases, the feeling about the company gets worse or decreases.
- The standardised regression weights ( $\beta=-0.17$ ) indicate that there is indeed a statistically significant relationship between feelings about the company and casino employees' drinking behaviour, therefore not supporting  $H^{11}$ . This is then similar to the previous finding that as drinking increases, the casino employees' feelings towards the company decline.

**Table 3.7: The model fit indices of the SEM of the influence of demographic variables on QWL domains ( $n= 1\ 502$ )**

Description	$\chi^2$	$df$	CFI	TLI	RMSEA	p-value
Research model	5305.41	1373	0.93	0.92	0.045	0.00

When looking at Table 3.7, the p-value of the Chi-square is  $p \geq 0.05$  with the p-value being  $\leq 0.000$ , making the model fit good. The p-value only has to be  $p \leq 0.001$ , meaning that these findings are statistically significant (Pallant, 2005:130). The value of  $\chi^2/df$  is  $5305.41/1373 = 3.9$ , which is in the range suggested. The RMSEA has an acceptable fit at 0.045, which is indeed  $\leq 0.07$ . The 90% CFI nearly reflects positively with the significance level nearly  $\geq 0.05$ , as the CI is 0.044. Looking at the CFI and TLI, the values have to be  $\geq 0.90$ . The CFI is greater at 0.93, while the TLI is also there with the value of 0.92. Overall, the model fit of the relationship of demographic variables on the QWL domain therefore looks good and is at an acceptable level.

### 3.7 FINDINGS AND MANAGERIAL IMPLICATIONS

The findings of this study will be based on the empirical results and practical managerial implications will be provided to casino human resources managers.

Firstly, it was found that the majority of the casino employees were female employees at 57%. This finding is in line with statistics Austrin and West (2005:308) mentioned of an Auckland casino, which has approximately 60% of their employees represented by females, and Prentice and King (2011:55) with 57% of their frontline casino employees being females. The importance of female casino employees was highlighted in the study by Mango and Jonkheid (2008:1), which focused on the female representation in South African casinos to ensure gender equity in this industry. The managerial implication with this finding is that it seems that the casinos in South Africa have made a great deal of progress in ensuring gender equity in the casino industry. With 60% of the employees being female, the balance almost needs

to be restored again and human resources from South African casinos might need to start focusing on developing male casino employees' leadership and skills again. More than half of the respondents (60%) in this study were between the ages of 18 and 34, giving us a very young profile of casino employees. This is in line with Wan and Chan's finding where the most of the casino employees (40%) were between 25 and 34 (Wan & Chan, 2013:352) and who found that 52.5% of their employees were between the ages of 16 and 34. This young profile of casino employees may signify that much training will be required, as these casino employees do not have all the experience and knowledge many years' of work would have given them. Training that can be looked at, for instance the tables dealers, with certain courses, also catering for cashiering employees include: Dealing American Roulette, Blackjack and Poker, handling casino chips, managing float in a gaming environment, recognising and reporting customer cheat moves, understanding compliance and complying with security procedures, problem and pathological gambling, Responsible Gambling Programmes and, very importantly, money laundering (Unique Initiatives:2015). Eade (1994:48) listed additional training needs such as knowledge of internal controls and gaming regulations, management development skills, computer skills and customers' skills as some of the most needed training among casino employees.

It was found that 59% of the employees indicated that they see themselves working at another establishment within the next five years, meaning that these casino employees do not seem to be very loyal and/or move between casinos a great deal. Looking at the QWL domains that were researched during this study, the casino employees' QWL experienced will increase and will hopefully improve their loyalty to the casino. This is in line with The American Gaming Association (2007:2), which found during their study that the median term with the gaming industry is approximately seven years. The American Gaming Association (2007:6) added that certain casino employees do indeed have long-term aspirations for the casino industry with salaried employees compared to part-time employees having this view, highlighting the fact that supplying a good salary and a stable job to casino employees will ensure that you retain these employees. Wan and Chan (2013:352) listed additional human resources policies that will also keep casino employees satisfied, namely adequate and fair pay, fringe benefits such as a good cafeteria and

discount when buying company products, rewards and incentives, fair and clear promotion criteria, career advancement opportunities, training, staff activities, respect, support and communication.

With the cross-tabulations, it was found that female casino employees have higher education levels than male casino employees do. This might lead to female casino employees standing a better chance for promotion and earning a higher salary due to their higher level of education. Evans and King (2008:15) confirmed this finding by focusing on the Indian population and found that females had a higher education than males do, which led to a higher employment rate than men; however, compared to the men's salaries, still earned less than the men did. Secondly, it was found that the majority (65.1%) of the casino employees do not smoke, but that more men (34.9%) than females do smoke. Smoking has detrimental physical effects and therefore needs to be addressed by human resources management in order to improve their casino employees' health and productivity. Knowledge on smoking can be improved with information sessions, launching an anti-smoking campaign and reminding people of the consequences of smoking (Hsieh *et al.*, 1994:87). What was a comforting result, was the fact that the majority (67.9%) of the casino employees also do not drink, while again, more males (8.6%) than females indicated that they drink between eight and 14 units of alcohol a week. This is a challenge that human resources in casinos must address, by raising awareness of the negative consequences of drinking alcohol, such as decreased creativity and health problems. Human resources can also focus on creating social events where alcohol is not present and showing to casino employees that you do not need alcohol to enjoy yourself and relax. Lee *et al.* (2008:196) confirmed this finding that, because casino employees are in constant close proximity to gambling, alcohol and tobacco, they are at a greater risk of developing addictions with these substances. Finally, the majority of the casino employees indicated that they do not gamble, although yet again, 23.4% males indicated that they do gamble at least once every six months.

With the Omega reliabilities, the highest QWL domain that loaded was the knowledge QWL domain at  $\Omega=0.866$  and the actualisation QWL domain ( $\Omega=0.865$ ).



These two factors are therefore the highest loaded factors, confirming their place in the groupings of QWL domains, which are then two areas human resources can focus on to improve casino employees' QWL by giving them opportunities to realise their full potential and learn new things and skills at work. The CFA confirmed that various QWL domains are of good fit, which was also confirmed by the study completed by Naudé *et al.* (2012:160).

With the correlations ( $r$ ) it was found that smoking and drinking have a high positive correlation, meaning that, as their smoking increases, the casino employees that do drink also drink more. These are both bad habits with negative physical consequences and therefore need to be addressed by human resources by means of wellness days, the promotion of health information sessions and annual medical examinations. Auld (2008:2) confirmed that smoking and drinking are indeed highly correlated. As employees' economic and family QWL domain improved and increased, so did their leisure time improve, meaning that as they received more time off, they would spend it with their family and so improve relations with their family. Furthermore, the more time the casino employees spend with their family, the more they want to spend time with family and will therefore make an effort to have more leisure time. Time with family can even be improved with a simple family day that is held at the casino, promoting casino employees to bring their family to work and enjoy the day. Major, Klein and Ehrhart (2002:434) confirmed this finding in that long hours at work (decreased leisure time) do have an effect on work interference with family and will eventually lead to depression and stress-related health problems. Additionally, it was found that, as the casino employees' economic and family QWL domain improved, their health and safety QWL domain improved, meaning their health improved as they earned more money and spent more time with their family. This is therefore a relatively easy task, to try and increase casino employees' family time to ultimately improve their physical health. Grzywacz and Bass (2003:258) also found that when family life interferes with work, it will lead to a decrease in mental health. As the casino employees' economic and family domain improved, the casino employees were also perceived more actualised and like they have reached in their life what they have wanted to. When one looks at Maslow's hierarchy of needs, once a person's economic needs are met, you go to a higher level of needs that needs to

be met, including self-actualisation. Diener, Horwitz and Emmons (1985:272) confirmed this finding by stating that the very wealthy people are definitely more concerned about their esteem and self-actualisation needs than other needs. A negative correlation was found between the economic and family domain and the actualisation domain and commitment to the company, so the more time they got to spend with their family, the better remuneration they received and also the more that they felt that they have achieved in life, the less they felt a commitment to the company. As the casino employees' social and esteem needs were met at the casino, the more they also felt that their actualisation needs are met at the workplace. This means that the more employees are able to socialise with colleagues and build their esteem, the more they will feel that they have reached in life what they have wanted to reach.

Looking at the regression analysis ( $\beta$ ), eleven statistically significant relationships were found, resulting in all eleven null hypothesis being proven to be statistically significant. Firstly, a negative relationship was found between smoking and casino employees' leisure time and leisure preference, which means as casino employees smoke their leisure time decreases and them having the opportunity of choosing to partake in active or passive leisure activities. Slattery, Jacobs and Nichaman (1989:310) confirmed this finding by finding that smoking definitely has an influence on one's health. It was then found that there is a negative relationship between the health and safety domain and gambling, meaning that when a person gambles, it will have an effect on his/her health. Lee *et al.* (2008:196) confirmed this, in that casino employees who have gambling problems have a higher prevalence of depression and mental health problems. Next it was found that there is a negative relationship between the economic and family domain and their drinking behaviour. This means as the casino employees' family life seems to improve, casino employees would drink less or *vice versa*, the more a casino employee drinks, the worse off their economic and family situation will be. Bouchery *et al.* (2006:516) found during their study, looking from another angle, that drinking leads to decreased earnings potential. It was then also found that there is a negative relationship between drinking and the casino employees' esteem and actualisation. Therefore, the more they therefore drink, the lower their self-esteem and their actualisation get. Corbin *et*

*al.* (2015:20) found that it is actually people with a low esteem who drink as they believe that they will feel better about themselves when they have consumed alcohol. When looking at casino employees' knowledge domain, it was found that there is a statistically significant negative relationship with drinking and smoking. This means that because casino employees do not have the knowledge of the effect of smoking and drinking on them and that the more they smoke and drink, the less they are interested in increasing their knowledge. Hsieh *et al.* (1994:87) suggested knowledge sessions to inform employees of the negative effects of these two behaviours and that the employees will hopefully, based on the new knowledge that they have acquired, decide to stop smoking and drinking. Additionally, a statistically significant negative relationship was found between employees' drinking habits and their creativity domain, meaning the more the casino employees drink, the less they are able to be creative at the workplace. Holm-Hadulla (2013:1) found that the regular use of alcohol actually does decrease your level of creativity, contrary to the belief that creativity will be improved by the use of alcohol. Finally, a statistically significant negative relationship was found between feelings about the company and casino employees' drinking and smoking behaviour. The more casino employees therefore feel committed and positive towards their work at the casino, the less they will tend to drink and smoke.

Lastly, this study found that the SEM investigating the influence of casino employees' demographic variables on the QWL domains has a good fit and therefore suggests that the demographic variables of casino employees do indeed have an influence on the QWL the casino employees experience at the workplace. This finding is similar to Wan and Chan (2013:352), who looked at Macau casino employees' perceptions of their QWL experienced; but also look at the demographic profiles of the respondents. This means that management cannot ignore demographic variables such as gender, education, age, drinking, smoking and gambling behaviour when they work on human resources programmes to try and improve the casino employees' QWL experienced, such as wellness days, skills development interventions, health information sessions on drinking, gambling and smoking and doing annual medical check-ups.

### **3.8 CONCLUSIONS AND RECOMMENDATIONS**

This study focused on the influence of the demographic variables of casino employees and the impact these will have on their QWL domains. The SEM ultimately indicated that there is indeed a relationship between the casino employees' demographic variables and their QWL domains. The demographic variable that seems to have the most impact on the QWL domains was the drinking behaviour of the casino employees. Three important findings have been made, namely that casino employees' drinking behaviour has an impact on their economic and family domain, meaning the more casino employees drink, the more money they spend and the worse off their economic situation gets and the less time gets spent with family members. Secondly, it was found that casino employees' drinking behaviour has an influence on their knowledge domain, which can indicate that casino employees who drink a great deal, do not tend to have the willingness or need to improve their knowledge at the workplace through training that is available. Finally, casino employees' drinking behaviour also has a negative influence on the commitment to the company domain, meaning that the more the casino employees drink, the less they felt committed to the company. Clearly, management therefore needs to look at the drinking behaviour of their employees; when they improve this, the employees' QWL will also improve.

Although empirical evidence on this topic is limited, this research makes a valuable contribution to the literature for human resources management, QWL domains and the casino environment. The main contributions of this research have two objectives: To make a contribution to the current literature regarding South African casino employees and their QWL, and secondly, making suggestions to management as to what areas they need to focus on to improve the casino employees' QWL experienced. When casino employees' QWL is improved, the service they will render to gamblers will improve, be of a better quality, be more productive and efficient, which will result in satisfied customers which, in turn, will improve revenues as the customers will spend more at a casino that they get good service from.

The limitations of the study are that the study only focused on one casino group in South Africa, which may support a certain working culture and focus on certain QWL domain aspects, and therefore the findings of this research cannot be generalised to that of other study populations in the casino workplace. Suggestions for further research will be to conduct research on other casino groups in South Africa, or ideally on a representative group of casino employees across all casino companies. Comparing this study to another casino group's study can determine whether there is a trend in the South African casino industry. Because this study focused on both QWL domains and the demographic variables of casino employees, the opportunities for new research based on this research are endless. Additional regressions between other demographic variables and QWL domains can also be researched and will definitely result in interesting new facts. This study can also even go wider into Africa as it is well known that the South African casino groups also have casinos in the rest of Africa, thereby increasing the geographic area of casinos that can be researched.

Chapter 4 will follow where the focus of the study was to determine whether casino employees' personality and their leisure lives have an impact on their happiness experienced. This article has been submitted in 2015 to the ***South African journal of human resource management***, the author is still awaiting feedback from the peer reviewers.

# **CHAPTER 4**

**Casino roulette:  
They say that  
personality and  
leisure time makes  
them happy in the  
workplace**



Source: Google images, 2015.

*"Happiness is not so much a matter of what we have or what we do; it is a matter of who we are"*

McCrae (2011:193)

## **ABSTRACT**

**Orientation:** *Associations between a person's character strengths, happiness and well-being can be explained with the overlap that they have with personality. Casino employees' working hours were and are increasing, which means that their leisure time is decreasing concomitantly, with only 20 hours per week being used in pursuit of leisure activities.*

**Research purpose:** *The primary purpose of this research was to investigate 1 502 casino employees' various personality types and the relationship it has with their leisure life and overall happiness.*

**Motivation for the study:** *The importance of leisure participation and time to take part in leisure activities, and the effect these have on casino employees' happiness in the workplace, warrants further investigation. If human resources managers and general management want happier casino employees in the workplace, they should focus on their personality types and make more leisure activities available to them; which will result in a happier workforce.*

**Research design, approach and method:** *The target population consisted of 3 032 casino employees, who received the questionnaires and were given the opportunity to complete the questionnaires anonymously. An availability sampling technique was used, based on the number of casino employees who were willing and available to complete the questionnaires.*

**Main findings and practical/managerial implications:** *In terms of the structural equation modelling, it was found that the positive personalities such as extraversion and openness to experience correlated well with leisure life and happiness. In this study, the standardised regression weights showed that if an individual has a negative personality, he/she will not necessarily be unhappy. A positive relationship was found between positive personality traits such as cooperativeness and agreeableness and leisure life and happiness. Considering mediation effects, leisure preference was the greatest partial mediator between happiness and personalities.*

**Contribution:** *Human resources managers of casino establishments can use these results to determine the type of personality of casino employees that will experience a good leisure life and happiness in relation to the workplace, contributing to positive psychology and human resources literature.*

**Keywords:** Casino employees, personality, leisure life, happiness

## **4.1 INTRODUCTION**

Szeliga (2009:1) and Wong, Gardiner, Lang and Coulon (2008:880) state that individuals can be categorised in many ways, for example their height, weight, gender, age, generation and education levels and, very importantly, their personality.



Based on these typical categorisations, decisions regarding promotions, selection and training can be made. Another way in which people can be categorised is by means of different personality types. Personality variables of people may include interpersonal and communication skills, self-control, self-efficacy, initiative, autonomy, responsibility, emotional stability, resilience and integrity (Bergh, 2009:237). In essence, this research should therefore be able to facilitate the best fit between an employee, his/her behaviour and the relevant working environment (Bergh, 2009:253; Wong *et al.*, 2008:881).

Bergh (2009:237) and Wong *et al.* (2008:880) confirm that personality is arguably one of the most important disciplines that should be studied during the study of human nature and individual differences and similarities, as employees bring their personalities to the work place and these personalities determine the way in which they behave. A personality of conscientiousness, for example, is a consistent predictor of work performance across various jobs; extraversion is related to job factors such as social interaction and being proficient in training; and autonomy is an intervening variable (Bergh, 2009:299). There is a “big-five factor” that describes five main personality types that can be extended to 10 personality types (Bergh, 2009:298; Goldberg, 1990:1217; Kalshoven *et al.*, 2011:351). For the purpose of this article, the authors have focused on the extended 10 personality types, known as the Ten-Item Personality Inventory (TIPI), that are typically the big five with their opposites, also known as positively and negatively keyed TIPI items (Gosling *et al.*, 2003:525).

Recognising the importance of personalities, the study of Lu and Hu (2005:325) and Stephan, Boiché, Canada and Terracciano (2014:572) found that a possible relationship exists between leisure life, QWL domain and an individual’s personality. Lu and Argyle (1994:89) found that personality differences lead to different kinds of leisure being chosen. Cooperative individuals normally choose clubs, whereas neurotic people like hobbies rather than sports. Wan and Chan (2013:356) found during their research that casino employees have a desire for more leisure time during their work shifts to be able to concentrate for long periods of times, which

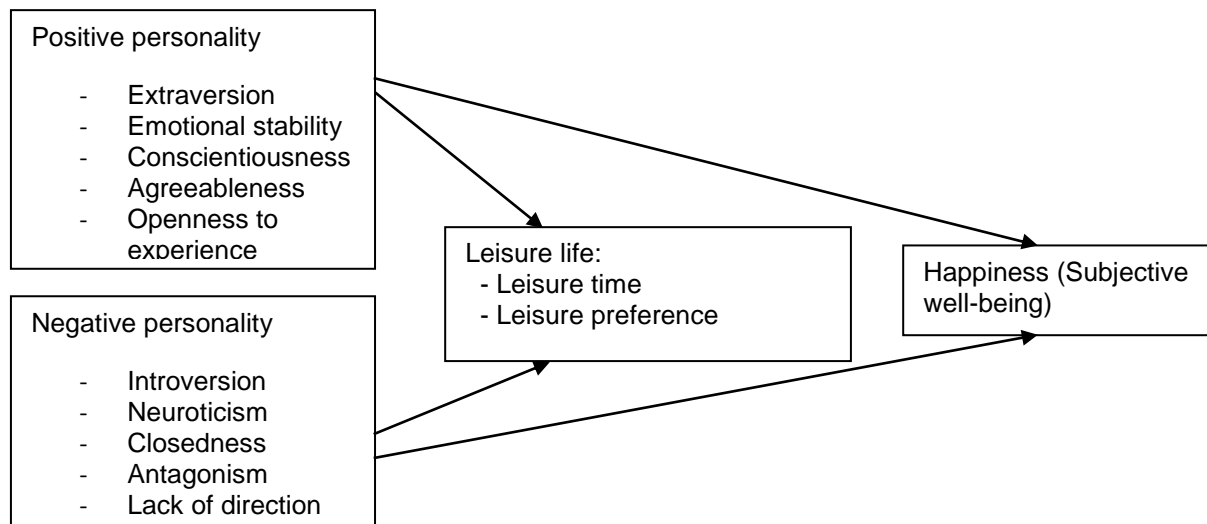
reflects the demand and intensity of their jobs. Wagner, Conrad, Gajic, Kacha, Martinovic, Skvortsova, Van Doeselaar and Voitenko (2014:9) mentioned that various studies have already found that different ways of spending one's leisure time affect your psychological and SWB. Lu and Argyle (1994:89) concluded that leisure satisfaction correlates with happiness and that the social aspects of leisure satisfaction predict happiness in the long run.

Lucas and Diener (2009:95) and Pishva *et al.* (2011:431) ascertained that basic personality structures determine the tendency to be happy or unhappy. Pishva *et al.* (2011:430) stated that neuroticism and psychoticism would typically be negatively associated with happiness, while extraversion is positively related to happiness. A survey that was conducted by Lucas and Diener (2009:95) found that personality characteristics are more highly correlated with happiness than any correlations with demographic predictors or major life circumstances; they argue that a theory of well-being that fails to incorporate personality characteristics would be incomplete. Warr (2007b:328) found that higher scores on neuroticism as a personality type amongst individuals reported more unhappiness. A person's personality could, therefore, possibly have an effect on his/her happiness in the work environment (Lauriola & Iani, 2015:2; Warr, 2007b:335; Zeng *et al.* 2013:477). Bonab (2014:643) supports this comment with his finding that personal values, individuals' tendencies and one's personality have a significant effect on happiness. Blackshaw (2010:8) has also highlighted the fact that the point of working is not just to have a job, but that it should be a job that is exciting, stimulating, challenging and making one happy.

May (2009:356) and Warr (2007b:52) noted that work is a concept that could be related to happiness; this is also known as "subjective well-being" (Tay *et al.*, 2015:839). Diener (2015) shed light on the fact that SWB is a scientific term for happiness and life satisfaction. May (2009:356) stated that there is definitely a relationship between one's job satisfaction and general life satisfaction (happiness/SWB), meaning that there is definite bidirectional interaction taking place. Blackshaw (2010:xii) and Diener (2015) mentioned that today, the pursuit of pleasure and happiness, which is much more important than work, shapes a person's sense

of him- or herself. According to May (2009:356), a person's happiness and personal well-being have a definite and prominent influence on job satisfaction, QWL and employee well-being, while employee well-being affects the broader experience of happiness and SWB in return. May (2009:356) described "employee well-being" as the individual's attitudes and feelings about him- or herself in relation to his or her work. Diener (2015) listed the outcome of high SWB or happiness as health and longevity, social relationships and productivity.

The study of Veenhoven (2011:396) postulates that there is a gap in academic literature that is related to happiness; for this reason, a great deal of research is currently taking place in order to understand why some people are happier than others and also to find ways in which to make people happier. Wagner *et al.* (2014:9) also mentioned that knowledge of the way in which one could achieve happiness and the outcomes that this will have in the different life domains such as family and leisure will contribute significantly to the body of research of people's well-being. Wan and Chan (2013:348) commented that in our ever-changing and fast-paced society, determining what makes employees feel satisfied about their working life is vital for human relations practitioners. Employee and organisational well-being should be the main aim in industrial and organisational psychology, so that one would be able to ensure that the best work performance and business outcomes (such as productivity and improved profits) could be achieved (May, 2009:352). Szeliga (2009:ii) noted that a gap to be filled in future research is to obtain a proper understanding of the personality of employees so that productivity and profitability are maximised and employee turnover minimised by understanding the employees better. Bergh (2009:299) also mentioned a gap in research in studying the relationship of the big five personality factors with regard to job performance, job satisfaction, occupational choice, positive and negative affect, and teamwork. Taking the literature into consideration, the author will aim to determine whether casino employees' personalities have an influence on their leisure life and the happiness that they experience. The outcome could make human resources managers of casinos aware of the type of employees that would be happier and enjoy a good leisure life; it could also give these managers a better understanding of their employees and why some of them react happier than others.



**Figure 4.1: The structural relationship between the key concepts, i.e. personality types, leisure life and happiness, without the measuring model**

Based on the introduction, Figure 4.1 depicts the linear relationship between positive and negative personalities in relation to leisure life and happiness of casino employees in the workplace. This relationship and model fit are discussed further in the empirical results and findings section.

## 4.2 LITERATURE REVIEW

The following sections will include a literature review with the research methodology being presented. The results will then be discussed and findings, managerial implications and conclusions will be presented.

### 4.2.1 Casino employees

Being a casino employee also implicates just-in-time service delivery, which means that the employee has to respond promptly in situations of great pressure (Wan & Chan, 2013:350), but still has to deliver quality service (Liu, 2005:3). Zhao, Qu and Liu (2014:409) mentioned that the hospitality industry requires employees to work odd hours, including weekends and holidays, and thus requires that they sacrifice leisure time that is necessary to fulfil their family responsibilities. Casino employees

also have constant face-to-face contact with guests; many times, this contact is in conflict situations due to customers who are intoxicated or angry over gambling losses (Tiyce *et al.*, 2013:139; Wan & Chan, 2013:350), leading to great pressure to respond to customers quickly. Bradley *et al.* (2010:9) mentioned that it is also expected of employees to regulate their emotions during all service encounters. Prentice (2014:608) found that the casino service environment is the only factor that impacts players' propensity to switch or continue to visit the specific casino, namely the food service and empathy from table dealers. Tiyce *et al.* (2013:137) listed demanding work roles, emotional labour, lack of control, ethical concerns and supercharged environments as additional stressors for casino employees. On top of that, Wan and Chan (2013:350) mentioned that there is also the added stress of management constantly watching the employees, as they are on the lookout for cheating dealers and players.

In a casino, slots and tables are its main revenue generators and therefore need to be manned by knowledgeable, productive employees (Liu, 2005:4; Lee, Back & Chan, 2015:784). Kilby, Fox and Lucas (2005:250) mentioned that within the tables department, the payroll of tables employees represents 25% to 50% of the winnings and therefore the biggest expense of tables' expenses, proving the great importance of casino employees. Prentice (2014:608) remarked that the days are gone where casino management can just assume that players will return to a casino unconditionally. Compared to the general workforce, casino employees are at a greater risk of various health problems due to their constant exposure and familiarity with, as well as ready access to and knowledge of gambling, alcohol and tobacco (Shaffer, Vander Bilt & Hall, 1999:365). Delivering quality service in a casino is the effective relationship marketing tool to attract customers and maintain their loyalty (Prentice, 2014:609; Back & Lee, 2015:749). Zhao *et al.* (2014:408) remarked that hospitality (casino) employees have a desire to relax or take part in social events due to their stressful work.

#### **4.2.2 Personality**

Bergh (2009:248) and Crooker *et al.* (2002:390) define “personality” as a profile of interactions between the characteristics or traits of a person and the way in which he or she responds to the complexity and dynamism in life. A person’s personality is more or less enduring and stable characteristics, predispositions, and patterns of thinking, feeling and acting across time and situations; these traits organise and direct their behaviours and, at the end of the day, provide them with fairly identifiable personality profiles (Bergh, 2009:294; Friedman & Kern, 2014:721). Previous research has already indicated that overall career success and happiness are aided by personality factors such as being optimistic, serious-minded, energetic, content, open, spontaneous, self-confident, self-sufficient and ambitious (Bergh, 2009:254). Lauriola and Iani (2015:8) found that extraversion and neuroticism have a high correlation with subjective happiness; they commented (2015:11) that extraverted people are more likely to be happy, as they have greater confidence and positive attitudes in their approach to life (Soto, 2015:45). Judge *et al.* (2002:533) found that neurotic people have the strongest correlation with job satisfaction, followed closely by conscientiousness and extraversion. Crooker *et al.* (2002:402) found that different personalities are able to cope with uncertainty differently; this ability to cope determines their work-life-balance experiences as well as individual outcomes such as stress levels, and organisational outcomes such as working behaviours. These should then be coupled with the ability to be free from negative feelings, hostility, aggression, anxiety, irritability, unhappiness and dissatisfaction (Bergh, 2009:254).

Noftle, Schnitker and Robins (2011:210) and Bergh (2009:298) explained that the big five personality’s factor is the approach that the majority of authors use when they study personalities and that this approach enjoys wide acceptance. Bergh (2009:298) is of the opinion that with the model of the big five personalities, the traits have been proven to have a construct and predictive validity; the model has good theoretical descriptions as well as various trait descriptions. The big five personalities model represents a new and integrated way of describing, assessing and studying people’s personalities and the relationship that they may have with various other contexts (as we would like to do in this study) (Bergh 2009:298). The model is a

hierarchical taxonomy of traits, attempting to organise all the ways in which people may differ from each other (Nofhle *et al.*, 2011:210). The big five personalities are displayed in Table 4.1 (Jani, 2014:348; Nofhle *et al.*, 2011:210; Pervin & John, as cited by Bergh, 2009:298; Warr, 2007b:331). As can be seen in Table 4.1, each of the five factors in the first column is described by their specific traits. The five personalities in the first column are known as the big five personalities. According to Bergh (2009:298), all five these factors have roots in conceptual psychology theory, including the sub-traits that have been scrutinised and are seen as true descriptions of the factors. The personalities in the right column are the opposites of the big five factors as listed by Gosling *et al.* (2003:525) in the 10-item personality inventory, also known as positively and negatively keyed TIPI items. Gosling *et al.* (2003:525) mentioned that this 10-item measure will typically be used when personality is not the primary topic of interest or when the research can tolerate a somewhat diminished psychometric property that is associated with the brief measures. The positive and negative personality types will be indicated with either a plus (+) or minus (–) symbol to indicate whether they fall in the positive or negative personality grouping. This grouping does in no way mean that a negative personality type is bad; it merely classifies the traits that are generally observed as either being positive or negative. McAdams (2006:7) listed the big five personalities in his book with the five basic dispositional traits, indicating the positive and negative personality sides of the big five.

**Table 4.1: Traits and descriptions of the 10 personality types**

Personality traits	Personality traits
<b>Neuroticism</b> <sup>–</sup> (Anxious, depressed, hostility, moodiness)	<b>Emotional stability</b> <sup>+</sup> (Calm, even-tempered, relaxed, contented, unemotional, stable and imperturbable)
<b>Extraversion</b> <sup>+</sup> (Sociability, friendliness, gregariousness, talkativeness, assertiveness, social potency, energy, optimism and influence on others)	<b>Introversion</b> <sup>–</sup> (Silent, unadventurous, timid, unenergetic, unassertive)
<b>Openness to experience</b> <sup>+</sup> (Artistic orientation showing sensitivity towards aesthetic and cultural issues, creative, reflective or a more general intellectual emphasis on conceptual and abstract	<b>Closedness</b> <sup>–</sup> (Uncreative, uninquisitive, unreflective, unsophisticated and unimaginative)

topics)	
<b>Agreeableness<sup>+</sup></b> (Cooperativeness, modesty, trustworthiness, sympathy towards others, kind, altruistic and showing consideration towards people's wishes)	<b>Antagonism<sup>-</sup></b> (Stingy, unkind, selfish, distrustful and unhelpful)
<b>Conscientiousness<sup>+</sup></b> (Tends to initiate action to achieve orientation, proactive, striving, organised, responsible, industrious, determined to attain goals, playful, self-disciplined, concerned about order and accepting routines and authority)	<b>Lack of direction<sup>-</sup></b> (Impractical, lazy, disorganised, irresponsible and careless)

**Source: adapted from studies done by Gosling et al. (2003:525); Judge et al. (2002:531); McAdams (2006:7); Nettle et al. (2011:210); Pervin & John, as cited by Berg (2009:298); Szeliga (2009:17) and Warr (2007b:331).**

Warr (2007b:332) concluded that personality-linked differences can be expected in terms of their variations in people's baselines and associated perceptions of happiness and overall job satisfaction. A person with high scores of neuroticism may tend to report more unhappiness than an emotionally stable person. Warr (2007b:328) stated that personality dispositions definitely have an influence on people's thought processes and action possibilities, as well as their temperaments, traits and habits. Nettle et al. (2011:215) agree with this statement in that overall personality traits have relative predictive abilities in the measuring of well-being and happiness.

Bergh (2009:255) adapted a model from Furnham (1997:43) that indicates the complex relationship between work and personality. The relationship between personality factors and work variables is not direct and can be influenced by various other factors (Bergh, 2009:254). This relationship is bidirectional, which means that personality and work factors can have mutual or interactional influences (Furnham, 1997:43). One's personality can influence one's work behaviours and work variables can also influence the expression of one's personality (Furnham, 1997:43). When an employer wants to select a new employee, the assessment and prediction of the applicant's behaviour are based on his or her personality attributes such as personality traits, motivation and occupational success criteria. Psychological



processes and organisational behaviours and constraints also have an influence on the personality variables in relation to work variables.

McCrae (2011:195) stated that authors should be cautious, as personality traits are not the sole determinants of well-being and that various other factors (e.g. income, life cycle and work-life balance) could also have an impact on happiness. On the other hand, McCrae (2011:195) and Bergh (2009:294) noticed that personality traits are reasonably stable; they might change, as they are dynamic, but the change will be gradually and not suddenly. An example of this is that as individual's age, they find life less exciting, but more satisfying (McCrae, 2011:196). This is further good news for employers, because the most suited employees should be selected based on the enthusiasm, gratitude, bravery, initiative and responsibility that they showed in an interview, as this will hopefully continue in the workplace (May, 2009:351; McCrae, 2011:197). McCrae (2011:197) argues that it is also a good suggestion for employers to look out for "positive" personality traits, also known as "moral" traits, in potential employees. Examples of these necessary traits are that leaders in the work place need to be assertive; clinicians need to show empathy and hostage negotiators need to be emotionally stable (McCrae, 2011:197). McCrae (2011:200) also found that the active expression of agreeableness and conscientiousness raises levels of well-being and happiness. In the past, much more attention was paid to "negative" traits such as anxiety and aggression (McCrae, 2011:197). Whatever role or relationship people encounter, they bring their traits with them and a good understanding of their strengths may therefore help to optimise their fit. Bonab (2014:644) and Nofle *et al.* (2011:220) stated that it is possible that the associations between a person's character strengths, happiness and well-being can be explained with the overlap that they have with personality. Allen and Laborde (2014:460) added that personality can also influence the amount of time that is spent on leisure activities, as well as the type of leisure activities.

### **4.2.3 Leisure life**

Lu and Hu (2005:325) made the obvious statement that most people find leisure life more satisfying than their work; it is also a major source of pleasure and sense of achievement among people. Leisure life can include activities such as combative, creative and competitive leisure activities (Lu & Hu, 2005:327). There are also social events such as sports, parties and clubs, as well as solitary events such as reading and watching television (Lu & Hu, 2005:328). During this study, leisure life has been divided into two areas, namely leisure time and leisure preference that, when combined, make up one's leisure life.

Gavin and Mason (2004:380) mentioned that casino employees' working hours are increasing, which means that their leisure time is decreasing concomitantly, with only 20 hours per week being used in pursuit of leisure activities. Wan and Chan (2013:350) also found that (especially) table employees desire more resting time during their working shifts due to their demanding and intense jobs in which they must maintain high levels of concentration for long periods of time. Lu and Hu (2005:326) conducted a study among Chinese university students in order to determine the meaning of leisure life, personal motivators, facilitators, barriers to leisure and the effects that are experienced from leisure. Functionality, autonomy and contrast with work were major components in defining leisure life (Blackshaw, 2010:6). Relaxation, enjoying life, a positive mood, self-growth, filling one's time, experiencing social interaction, health promotion and physical fitness were motivators and the end results of leisure participation (Lu & Hu, 2005:326). Ryan and Glendon (1998), as cited by Zhao *et al.* (2014:420), listed the following two distinct intentions of leisure: The first intention is relaxation; Lu and Argyle (1994:90) explained that it implies to escape from the daily pressures of life, find a calm and peaceful place, relieve depression, reduce anxiety, benefit one's physical health by recovering from tiredness, release mental stress and refresh one's energy. The second intention is social, which is explained by Lu and Argyle (1994:90) as corresponding by building and maintaining companionship, friendship and feelings of belonging. Blackshaw (2010:26) summarised all these in three simple phrases: Leisure should give pleasure, fill one's desire, and make one happy.

Consider the study that was conducted by Lu and Hu (2005:339); they found that extraverts acquire greater leisure satisfaction, whereas neurotic people enjoy leisure less. They also found that leisure satisfaction is related to happiness when the effects of personality traits and the positive and negative affect in relation to life domains are taken into account. Blackshaw (2010:xi) listed the big seven leisure pursuits, namely gambling, sex, alcohol, television, taking drugs, shopping and annual holidays. Gavin and Mason (2004:380) argued that stress is often experienced at work, but that it does not stop at work, it spills over into the rest of the employees' lives such as family life, social life, leisure life and the self. Hon *et al.* (2013:417) found that service employees in the hospitality industry who feel under pressure at work are in essence dissatisfied with the status quo. In a survey of British employees, Gavin and Mason (2004:380) found that eight million employees complained that work-related pressure gave them headaches and 12 million stated that, due to their workday experiences, they get bad tempered and irritable when they are at home. Hon *et al.* (2013:417) made the comment that stress is very common in the hospitality industry, but that the advantage of this stress is that it provides a powerful impetus for change to happen in the organisation by coming up with creative ideas for improvement. Qian, Yarnal and Almeida (2014:106) found that high daily stress will prompt an individual to allocate more time to leisure than normal which, in turn, will have a positive affect and thus remedy the damage that has been done by high daily stress. Qian *et al.* (2014:115) also confirmed that both mental and physical health improve by means of leisure participation.

Lu and Argyle (1994:90) found that a person's sex, age and job status do not have an effect on having a committed leisure life. It does have an effect on the type of leisure activities one will take part in, though; younger people, cooperative people and those with a high self-esteem opted for voluntary work, joining clubs and taking part in sports rather than engaging in hobbies, art, educational activities or craftwork (Lu & Argyle, 1994:92). Lu and Hu (2005:339), as well as Steel and Ones (2002:768), found that extraverted people engage in more leisure activities and also derive greater satisfaction from them, which leads to a higher amount of happiness in the end. It was also confirmed that neurotic people do not have an obvious preference for leisure, as they derive less satisfaction from their leisure life; in the

end, this contribute to the suppression of their level of happiness (Lu & Hu, 2005:339; Steel & Ones, 2002:768). Malkina-Pykh and Pykh (2014:53) found that there are definite connections between leisure and trip experiences, one's satisfaction with life domains and the overall satisfaction with one's life. Furthermore, they found that vacationing has definite positive effects on perceived QOL and overall happiness experienced (Malkina-Pykh & Pykh, 2014:53). Lu and Argyle (1994:90) confirmed that leisure is a definite source of happiness even more important than health or income.

#### **4.2.4 Happiness**

Selezneva (2010:141) and Malkina-Pykh and Pykh (2014:52) described "happiness" as the individual's judgement of the overall quality of his or her own life as a whole. Statements in the questionnaire regarding happiness that had to be confirmed or rejected included the following: *I am happy when I feel I am being treated fairly, I have to feel trusted by my manager to feel happy at work and I need to have a sense of autonomy in my job in order to be happy in it.* These statements are confirmed by Chiumento (2007:5), who focuses on the happiness at work index. Keyes, Corey, Magyar-Moe, Lopez, Shane and Snyder (2003:412) define happiness as spontaneous reflections of one's pleasant and unpleasant feelings that one experiences immediately, while life satisfaction is the long-term assessment of one's life. Warr (2007b:2) attested in his book to the different reasons why people are happy at work. Reasons that were mentioned include the employees' job titles, job features or contents and lastly, the employees themselves, their characteristics and mental processes (Warr, 2007b:2). Bonab (2014:643) explained that, according to certain emotion theories, happiness is one of the big six emotions, namely wonder, fear, anger, happiness, hate and worry, that people experience.

Warr (2007b:9) found that happiness can be determined by two philosophical distinctions: First of all, a person can experience subjective happiness (experienced by a person him- or herself), also known as SWB. According to Warr (2007b:9), subjective forms of high or low levels of happiness are determined by the experience

of pleasure or pain. Hedonism theories explain the preponderance of positive feelings over negative feelings; terms such as delight, elation, joy, contentment and satisfaction are part of hedonistic perspectives (Warr, 2007b:9). Secondly, happiness is independent of the person, for example the sense that one is using ones attributes well, that one is fulfilling oneself and that one means something (Warr, 2007b:9). Themes that support this form of happiness include a sense of wholeness, self-realisation and fulfilment, being authentic and true to oneself, and finally, being morally desirable (Warr, 2007b:10) – these are all forms of the self-validation of happiness. This form of happiness is not always accompanied by the experience of pleasure (Warr, 2007b:11) and may even be accompanied by some form of pain. Robinson and Tamir (2011:163) also found that happier people are more productive and engaged at the workplace.

Warr (2007b:22) compiled a framework that shows the axes for the measurement of SWB. The horizontal dimension is of central importance, as it looks at displeasure or pleasure (Warr, 2007b:21). The other two axes take mental arousal and pleasure into consideration. Warr (2007b:23) made the important comment that SWB can be a very broad description (such as your life in general), but it may also be taken further by focusing on “domain-specific” well-being (like this study that will focus on work domains). Furthermore, happiness also includes affective or cognitive reactions (Warr, 2007b:28). The affective state is the feeling that one experiences while a cognitive outcome is derived from a reflective appraisal of oneself and one’s position; this goes beyond the experience of negative or positive feelings and one’s measure or reflection of satisfaction (Warr, 2007b:28). Warr (2007b:403) concluded his book by mentioning various consequences when employees experience happiness. He stated that happy people are more likely to behave effectively and persistently in the working place than unhappy people and, on the other hand, good performers may be more satisfied as a result of their better performance in the workplace. He is of the opinion that happiness is also related to absenteeism and staff turnover levels in the workplace (Warr, 2007b:432). Bonab (2014:647) confirmed that happiness can also improve physical health and stated that a higher level of education and the higher economic status of a family are both effective factors for higher levels of happiness

among adolescents. Friedman and Kern (2014:723) reinforced the fact that personality and SWB or happiness are intimately connected.

### **4.3 METHOD OF RESEARCH**

The research methodology for this study was twofold and consisted of a literature study and empirical research. Secondary data were collected from existing literature that covers topics such as casino employees, personality, leisure life and happiness. Additional data were then obtained by means of a questionnaire (c.f.1.7.3) that was used to capture the primary data. A quantitative study was done in order to measure trends and relationships between variables (Maree & Pietersen, 2007:145).

#### **4.3.1 Research design**

A cross-sectional research design was used for this research; this means that the data came from different people of different ages, measuring the employees' responses as they naturally happen, without any interference (Field, 2013:873). The target population, consisting of 3 032 casino employees, which received the questionnaires were given the opportunity to complete the questionnaires anonymously. All the casino units within the casino group received the questionnaires through the postal services or via e-mail. Two months later, the completed questionnaires were mailed back to the author via the postal services.

#### **4.3.2 Sampling method**

The target population of this study were casino employees, namely slots employees (management included), tables employees (management included) and cashiering employees (management included) of a selected, well-known casino and resort group in South Africa. A proposal was sent to the HR director of the casino group. The director gave the author permission to continue with the study at the casino units. All units were informed of the planned study and the way in which the entire process would take place; units were also requested to make themselves available

for the study. Questionnaires were mailed to all the slots, tables and cashiering managers of the various units and a due date was set for the questionnaires to reach the author. Surveys were completed at all 12 units of the group through mail correspondence, which indicated their willingness to participate in the survey. Based on the number of casino employees who were employed in the group, 3 032 questionnaires were mailed to the various units and 1 502 fully completed questionnaires were received back (a 49.5% response rate). Other employees, who did not respond, could have been on their days off, sick leave or annual leave; they could also have been unwilling to fill in the questionnaire. This sample is an availability sample that is based on the number of casino employees who were willing and available to fill in the questionnaires. According to Israel (2009:3), for a target population of 4 000 people, a sample size of 870 is sufficient to provide a  $\pm 3\%$  precision with a 95% confidence level.

#### **4.3.3 Development of the questionnaire**

The questionnaire (c.f.1.7.3) consists of three sections: Section A covers the 10 different personality types that can be represented by the casino employees (see Table 4.3). These 10 personality types were derived from a combination of the big five personality types as studied by Goldberg (1990:1217); Judge *et al.* (2002:531), as well as from the expansion of the five-factor model to a 10-item personality inventory (TIPI) by Gosling *et al.* (2003:525). Section B includes the leisure questions that form part of a QWL domain, investigating employees' leisure life with questions regarding their leisure time and leisure preference (see Table 4.3). Section C contains nine questions regarding the casino employees' happiness at work. These questions about their happiness were based on the questionnaire of the happiness-at-work-index survey (see Table 4.3) that was developed by Chiumento (2007:5). Sections B and C consist of a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This is in line with the suggestion of Allen and Seaman (2007:64) that there should be at least five response categories in a Likert scale in order to ensure reliability.

#### 4.3.4 Data capturing and statistical analysis

The data was captured in SPSS Statistics for Windows (version 22.0) (IBM Corp. 2013). Mplus 7.1 (Muthén & Muthén, 2012:2) was used to perform the confirmatory factor analyses (CFAs), correlations, and regression analyses. Brown and Moore (2012:2) stated that a CFA also forms part of SEM in the way that it looks at the measurement models by determining the relationship between observed measures (indicators) and latent variables, also known as factors. The goal of a CFA is to determine the specific number of factors among a set of indicators; this is a very important step in the process before one can continue with the structural part of the SEM (Brown & Moore, 2012:2). To consider the fit of the CFA model, the author investigated the chi-square value, degrees of freedom, CFI, TLI and RMSEA (Hooper *et al.*, 2008:56).

Flora and Curran (2004:489) mentioned that higher factor loading values will indicate greater factor determinacy, proving the factor to be valid. For the fit of the CFA, the factor loadings need to have a  $p$ -value  $\leq 0.05$  to be statistically significant (Pallant 2005:130). Hooper *et al.* (2008:53) and Barret (2007:816) mentioned that the model chi square ( $X^2/df$ ) is the traditional way to determine the model fit. According to Hooper *et al.* (2008:54) no agreement has been reached as to what the acceptable ratio for this statistic should be and it is therefore accepted to be in a range of between 5.0 (according to Wheaton, as cited by Hooper *et al.*, 2008:54) and 2.0 (according to Tabachnick & Fidell, as cited by Hooper *et al.*, 2008:54). Looking at the CFI and TLI, values of  $\geq 0.90$  are suggested and for the RMSEA, a value of  $\leq 0.08$  is suggested (Van de Schoot *et al.*, 2012:487).

With regard to Spearman's rank correlation, Zar (2015:1) described the correlation as a study of the relationship between two variables, assuming that neither of them is dependent upon each other. We will be using the guidelines of Cohen (1988:285) for the correlations of a small effect, ranging from between 0.10 to 0.29, which is not practically significant; a medium effect, ranging from between 0.30 to 0.49, which has a practical visible difference; and a large effect  $\geq 0.50$ , which also has a



practically significant difference. Weston and Gore (2006:726) mentioned that regressions indicate relationships among the latent variables that have been established in the CFA, with the strength of the relationships being indicated by the standardised regression weights. Yet again, it will be important for the p-value to be  $\leq 0.05$  to be statistically significant.

## 4.4 EMPIRICAL RESULTS

The following section will report on the empirical results of the study.

### 4.4.1 Demographic profile of respondents

Fifty seven percent of the employees were female, followed by 43% males. Employees' ages ranged between 18 and 34 years. Fifty three percent of the study population were single and 55% had obtained matric (senior certificate). Most of the respondents (48%) worked in the tables department.

With respect to Schmitt (1996:351), with some cases, a low reliability result of between 0.49 and 0.70 will not be a major impediment to the use of variables. The majority of the results in Table 4.2 is above the normally accepted cut-off point of 0.7 (Schmitt, 1996:351) and therefore, all results are accepted as reliable, which represents high internal consistency of the Likert scales that have been used.

**TABLE 4.2: Reliability of constructs/factors**

	<b>Omega</b>	<b>Alpha</b>
Happiness	0.777	0.757
Leisure time	0.638	0.613
Leisure preference	0.670	0.660
Positive personalities	0.771	0.770
Negative personalities	0.757	0.736

In regard to the model fit statistics of the CFA regarding positive and negative personalities, leisure time, leisure preferences and happiness as indicated in Figure 4.1. The calculation of  $X^2/df$  is  $1286.613/242 = 5.32$ , which is just above the five threshold and therefore still acceptable. CFI and TLI both need to be  $\geq 0.90$ ; they are both (CFI = 0.93; TLI = 0.92) above this level and therefore of acceptable fit. Finally, looking at the RMSEA, the standard is  $\leq 0.08$  and therefore the RMSEA is also of good fit at 0.05. Overall, it can be accepted that the confirmatory factor analysis regarding the positive personalities, negative personalities, leisure time, leisure preferences and happiness is of good fit. When a model has a good fit, it proves that the model is an accurate representation of the observed data (Field, 2013:875).

For the CFA, the item loading p-values have to be  $p \leq 0.05$ , meaning that all factor loadings as presented in Table 4.3 are statistically significant. All standardised errors loaded small results, proving that all factor loadings that have been done in the CFA represent the variables correctly. Some factor loadings with the largest loadings include *disagreeableness* (0.819), *introversion* (0.838), *unconscientiousness* (0.864) and *I have to feel trusted by my manager to feel happy at work* (0.803). The smallest factor loadings in the results include *I have at least four leisure activities per week* (0.378), *I visit other casino establishments as leisure* (0.248) and *I prefer passive leisure (reading and watching TV)* (0.295). Even though the factor loadings are very small, these factor loadings are still reported on. The results in Table 4.3 are important to report on, as these results will contribute to methodology and literature in relation to human resources management and positive psychology.

**TABLE 4.3: Confirmatory factor analysis of the positive and negative personality types, leisure time, leisure preferences and overall happiness**

Confirmatory factor analysis	Loading	S.E.	P-value
<b><i>Personalities</i></b>			
<b><i>Positive personality by</i></b>			
Extraversion	0.726	0.020	0.001

Agreeableness	0.778	0.019	0.001
Openness to experience	0.668	0.020	0.001
Conscientiousness	0.674	0.021	0.001
Emotional stableness	0.560	0.023	0.001
<b>Negative personality by</b>			
Disagreeableness	0.819	0.018	0.001
Neuroticism	0.643	0.022	0.001
Introversion	0.838	0.017	0.001
Unconscientiousness	0.864	0.017	0.001
Derivative	0.496	0.026	0.001
<b>Leisure life</b>			
<b>Leisure time by the following statements:</b>			
I have at least four leisure activities per week.	0.378	0.029	0.001
My job does not interfere with my leisure time.	0.755	0.025	0.001
I have enough time away from work to enjoy other things in life.	0.772	0.026	0.001
I take all my owed off-days per year.	0.434	0.028	0.001
I visit other casino establishments in my leisure time.	0.248	0.033	0.001
<b>Leisure preference by the following statements:</b>			
I prefer active leisure (sports, exercise and travel).	0.595	0.023	0.001
I believe that leisure activities improve productivity.	0.785	0.020	0.001
Leisure participation forms part of my lifestyle.	0.722	0.020	0.001
I prefer passive leisure (reading and watching TV).	0.295	0.028	0.001
<b>Happiness by the following statements:</b>			
I have to feel trusted by my manager to feel happy at work.	0.803	0.014	0.001
I have to have a good working relationship with my manager to feel good at work.	0.786	0.014	0.001
Happiness for me means being able to develop my full potential at work.	0.765	0.016	0.001
I am happy at work as long as it does not intrude into my personal life.	0.683	0.018	0.001
I need to have a sense of autonomy in my job in order to be happy in it.	0.660	0.017	0.001

In Table 4.4, the authors report on the Pearson's correlation matrix of all factors that have been used, describing the strength of the relationships between identified factors. For this study, the interpretation of the correlations will focus on medium and large correlations, indicating the strength of the correlations between the positive and negative personalities, leisure time and preference, and overall happiness. It can be seen that there is a large negative correlation between the positive personality types and the negative personality types; this makes sense, as they are the total opposites of each other. Gosling *et al.* (2003:518) support this result with their study; they found that the big five personalities correlate with the 10-item personality inventory and stated that there are five positive and five negative big five personalities. The positive personalities (extraversion, conscientiousness, openness to experience, agreeableness and emotional stability) have a good medium correlation with leisure preference, indicating that the positive personality types do take part in leisure activities, whether active or passive. Lu and Hu (2005:325) also support this finding; they found that extraverted people correlate positively with all kinds of leisure activities, namely active (i.e. physical sports and activities) and passive leisure (i.e. reading or watching TV). The positive personalities also have a medium correlation with happiness, indicating that positive people experience happiness. Tsigilis and Srebauite (2015:108) found that neuroticism and extraversion jointly accounted for 49% of the happiness and SWB variability. Finally, it can be seen that there is a large correlation between leisure preference and happiness, proving that employees who take part in leisure activities experience happiness in their lives. Yet again, the study of Lu and Hu (2005:329) confirms this finding with their statement that leisure satisfaction and happiness are the most direct indicators of leisure effects.

**TABLE 4.4: Correlations matrix (*r*) of the latent variables (positive and negative personalities, leisure time preference and overall happiness) (*n* = 1 502)**

Correlations	Positive personality	Negative personality	Leisure time	Leisure preference	Happiness
Positive personality	1.000				
Negative	-0.583***	1.000			

personality					
Leisure time	0.176*	0.137**	1.000		
Leisure preference	0.484**	-0.150*	0.133*	1.000	
Happiness	0.408**	-0.103*	0.255*	0.502***	1.000

\*Small correlation ( $r = 0.10-0.29$ ); \*\*medium correlation ( $r = 0.30-0.49$ ); \*\*\*large correlation ( $r = 0.50-1.0$ )

The SEM fit indices between personalities, leisure life and happiness as illustrated in Figure 4.1. The calculation of  $X^2/df$  is  $1339.062/243 = 5.5$ , indicating that this model will be accepted. Both the CFI and TLI are  $\geq 0.900$  at CFI (0.930) and TLI (0.920), showing that the model is of good fit. Finally, looking at the RMSEA, where the requirement is  $\leq 0.07$ , and the model is yet again proven as of good fit with a value of 0.06. This means that the SEM can be accepted as true and a real representation of the observed data (Field, 2013:874).

**TABLE 4.5: Regression analysis between personality types, leisure preference and time and happiness**

Regressions	Beta ( $\beta$ )	S.E.	p-value
Leisure time on			
Positive personality	0.387	0.049	0.001
Negative personality	0.363	0.054	0.001
Leisure preferences on			
Positive personality	0.601	0.049	0.001
Negative personality	0.200	0.049	0.001
Happiness on			

Leisure time	0.153	0.035	0.001
Leisure preferences	0.376	0.038	0.001
Positive personality	0.241	0.062	0.001
Negative personality	0.073	0.054	0.178

Regarding Table 4.5, it must first of all be noted that all regressions were statistically significant with p-values  $\leq 0.001$ , except for the final regression between happiness and the negative personality types (disagreeableness, neuroticism, introversion, unconscientiousness and derivative). This shows that there is no statistically significant relationship between negative personality and happiness, indicating that just because someone has a more negative personality type; it does not mean that he/she will not experience happiness. If one looks at the relationship between the positive personality types and happiness, there is a definite relationship. When looking at Figure 4.1, other relationships that were found include the following:

- There is a positive relationship between the positive personality types and leisure time with a regression weight of  $\beta = 0.387$ , indicating that employees with positive personalities spend time on leisure activities.
- There is a positive relationship between the negative personality types and leisure time with a regression weight of  $\beta = 0.363$ , indicating that even the negative personality types use time to take part in leisure activities.
- There is a positive relationship between positive personalities and leisure participation with a weight of  $\beta = 0.601$ , indicating that positive personalities take part in leisure activities. Comparing this to the relationship between the negative personalities and leisure participation, the weighting is much less at  $\beta = 0.200$ , indicating that the relationship between negative personalities and leisure participation is much weaker. Stephan *et al.* (2014:564) support this in stating that positive personality types, namely extraverted people with openness to experience, are more likely to engage in different active leisure activities.

- Regarding the relationship between happiness and leisure preference and leisure time, it can be seen that there is a positive relationship between leisure time and happiness at  $\beta = 0.153$  (as confirmed by Lu & Argyle, 1994:90), but an even stronger relationship between happiness and leisure participation ( $\beta = 0.376$ ), proving that when one participates in leisure, one's happiness increases. Malkina-Pykh and Pykh (2014:53) found that leisure participation does improve one's happiness and SWB.

**TABLE 4.6: Mediation – Indirect effects between happiness, leisure life and personality types**

STDYX standardisation	Estimate	Lower	Upper
<b>Effects of a positive personality on happiness</b>			
Sum of indirect effects	0.29	0.19	0.38
Specific indirect effects			
Happiness			
Leisure time			
Positive personality	0.06	0.02	0.10
Happiness			
Leisure preference			
Positive personality	0.23	0.15	0.30
<b>Effects of negative personality on happiness</b>			
Sum of indirect effects	0.13	0.06	0.21
Specific indirect effects			

Happiness			
Leisure time			
Negative personality	0.06	0.02	0.09
Happiness			
Leisure preference			
Negative personality	0.08	0.02	0.13

Lower and upper = 95% confidence interval

Concerning Table 4.6, all results were found to be statistically significant, with mediation effects being partial. Mediation is found when one variable (X) has an effect on an outcome variable (Y) through one or more than one intervening variable(s), also known as mediators (Hayes, 2009:408). It can further be stated that this model is found to be a complementary mediation, where both the mediated and direct effect exist and point in the same direction (Zhao, Lynch & Chen, 2014:200). Looking at the effects of positive personality on happiness, the sum of indirect effect was shown to be 0.29 (95% CI [0.19, 0.38]). Friedman and Kern (2014:726) found during their study that agreeableness, extraversion, conscientiousness and openness to experience are positively correlated to SWB, whereas neuroticism was found to be correlated at much lower levels. More specifically, leisure time mediated the relationship between positive personality and happiness at 0.06 (95% CI [0.02, 0.10]). Secondly, leisure preference mediated the relationship between positive personality and happiness at 0.23 (95% CI [0.15, 0.30]), which was the highest mediation result in this section. An interesting study that was completed by Qian *et al.* (2014:115) found that daily stress triggered busy individuals to allocate more time to leisure. Concerning the effect sizes of the negative personality types to happiness, the sum of the indirect effect is shown to be 0.13 (95% CI [0.06, 0.21]). Leisure time mediated the relationship at 0.06 (95% CI [0.02, 0.09]). Finally, leisure preference mediated the relationship between the negative personality and happiness at 0.08 (95% CI [0.02, 0.13]). In general, it seems that leisure preference had a larger mediating effect than leisure time.



## 4.5 FINDINGS AND MANAGERIAL IMPLICATIONS

Findings from this study are based on the empirical and statistical results. Practical managerial implications will be supplied to casino human resources managers so that they can use them in future decisions concerning casino employees.

Firstly, one can construe that the factors in Table 4.1, namely positive personalities, negative personalities, leisure time, leisure preference and happiness achieved, are acceptable reliabilities, even when a short 5-point Likert scale was used in the questionnaire, indicating that the Likert scales that were used in measuring variables are representative of the variables that they represent. This indicated to the author that she could continue in reporting the CFA, as they are statistically representative.

Secondly, correlations were calculated and included in the statistical analysis; the first correlation that was tested was between negative (neuroticism, closedness, introversion, antagonism and lack of direction) and positive personalities (extraversion, agreeableness, conscientiousness, emotional stability and openness to experience); the correlation was negative. This result proved the suspicion that the positive personality factors are the opposite of the negative personality factors, indicating that a casino employee either has a positive or a negative personality type. Positive personalities had a positive correlation with leisure preferences, indicating that positive personalities like participating in leisure activities. A specific implication of this finding is that human resources managers could make more leisure opportunities (e.g. employee engagement programmes, participating in the *Nelson Mandela Day*, contributing to community involvement as a form of a leisure activity by team/department employee participation and sport education of community youth) available to the casino employees with positive personalities; these casino employees are most likely to participate in the leisure activities and could enjoy it (Naudé *et al.*, 2013:332). The positive personalities also had a positive correlation with happiness, proving that these casino employees experience happiness in the workplace. This verifies the fact that casino employees with a positive personality are happy people in general as well as in the workplace. The final finding with the

correlations was the positive correlation between leisure preference and happiness, proving that people who take part in preferred leisure-related activities experience happiness. This finding implies that there is an opportunity for human resources and general management to make more opportunities available to casino employees to take part in leisure; this will improve the happiness that they experience in the workplace even more.

Thirdly, a regression analysis was done to determine relationships between factors. A positive relationship was found between positive personality types and leisure time, indicating that positive personality types value setting aside leisure time instead of just focussing on their work. A positive regression was found between negative personality types and leisure time, proving that even negative personality types set aside time for leisure activities. An implication of this finding is that instead of giving positive and negative personality types more fringe benefits, management could rather consider giving them more time off during non-peak busy periods to take part in leisure activities, as the casino employees value taking part in leisure activities. Furthermore, human resources managers cannot make changes in terms of their personality type to employees who are employed in the current work environment. It is suggested that future applicants should be well screened by human resources managers, based on personality types. The employees are often interacting with guests in the casino environment and negative personalities might not cope well in front-of-house operations in the casino. They could possibly be employed in back-of-house jobs (Yavas, Karatepe & Babakus, 2013:394). A positive relationship was found between positive personalities and leisure participation, showing that positive personalities like taking part in leisure activities. Furthermore, there is an opportunity here to expose positive employees to more and different types of leisure activities, as they enjoy taking part in them. The relationship between negative personalities and leisure participation was much smaller, indicating that negative personalities are not that keen to take part in leisure compared to their counterparts. Looking at the relationship between happiness and leisure participation and leisure time, a positive relationship was found between happiness and leisure participation, showing that the more leisure activities you take part in, the happier you tend to be. An entertainment manager who is based at the casino could induce the following leisure participation

activities that could then have a positive effect on casino employees' happiness: personal development (furthering educational achievement and on the job training); outdoor activities (an outing to a nature reserve with fellow employees); social activity (taking a drink with fellow employees after work); and sport (exercising with fellow employees in a gym or fitness club) (Lee, Lee, Lee & Shaffer, 2014:621). These findings imply that if management want happy casino employees, they should give them the opportunity and time to take part in leisure activities and expose them to different types of activities; the end result will be a happier workforce.

Finally, looking at the mediation, all mediation results proved to be statistically significant, with leisure time proving to be a mediator between positive personality types and happiness. Leisure preference was the strongest mediator between positive personalities and happiness. Making leisure activities available for the positive personality types to take part in is therefore an important factor to ensure that the employees are happier at the end of the day. Leisure preference and time both proved to be mediators between negative personalities and happiness. An implication for human resources and general management would be that they should take cognisance of the fact that negative personality types enjoy leisure and should therefore also be exposed to different leisure activities and some more leisure time should be made available to them.

#### **4.6 CONCLUSIONS AND RECOMMENDATIONS**

The goal of the study was to research the effect of casino employees' personalities on their leisure life and happiness. Firstly, it was determined that negative and positive personalities have a strong negative correlation, confirming the fact that these two groupings of personalities are each other's opposites. Positive personalities had a positive correlation with leisure preference and happiness, indicating that they like taking part in leisure activities and that they experience happiness. The SEM proved to us that casino employees' personality types definitely have an influence on their leisure life and the happiness that they experience. A positive relationship was found between positive personality types and leisure time

and leisure participation, proving that positive personality types tend to set aside time to take part in leisure activities and that they enjoy taking part in leisure. Negative personality types seem to set aside time for leisure participation, but the actual leisure participation does not always take place. A positive relationship was found between leisure participation and time and happiness, proving that setting aside time for leisure and taking part in leisure activities improve happiness. Finally, leisure time was found to be a mediator between both positive and negative personalities and happiness, confirming the fact that having time and setting apart time to take part in leisure will improve people's happiness. Leisure participation was found to be the strongest mediator in this relationship, proving the value of taking part in enjoyable leisure activities.

The contribution of this article is the important findings that can be used in the casino industry by human resources and general managers. The importance of leisure participation and time to take part in leisure activities, as well as the positive results it will have on the casino employees' happiness in the workplace, has been highlighted. If human resources and general management therefore want happier casino employees in the workplace, they should make more leisure activities available to them, as well as time to take part in it; the result will be casino employees who are happier human beings.

Empirical evidence regarding this study's topic seems to be very limited, making the study extremely valuable and insightful with regard to casino employees, their personalities, leisure life and overall happiness or SWB. The human resources divisions of casinos can therefore use this information if they need to look at improving casino employees' leisure lives or happiness experienced. The goal of the study was to make a contribution to existing literature concerning South African casino employees, as well as the managerial implications of improving the happiness and leisure life of casino employees. This study clearly proved that whether the casino employees have a negative or positive personality type, they will experience happiness when they have time to take part in leisure activities and are able to take part in leisure activities that they prefer.

Limitations of this study are that it was only done on a selected casino group's employees in South Africa. Results may differ if all casino employees in South Africa were studied and the author can therefore not generalise the findings and make it applicable to all casino employees. A suggestion for future research will be to focus on all casino employees across South Africa; this will supply scientists with representative data of the casino industry. Endless opportunities exist to look further into casino employees' leisure lives or happiness and to improve it even more.

# **CHAPTER 5**

**Black jack: do  
company benefits  
and feelings have  
an impact on my  
happiness?**



Source: Google images, 2015.

*“Your number one customers are your people. Look after employees first and then customers last.”*

**Ian Hutchinson (2015)**

## **ABSTRACT**

**Orientation:** *There are 38 casinos in South Africa; for a casino to remain successful, an effort by management should be made to increase its employees’ happiness through improving their feelings about their company by offering them various company benefits.*

**Research purpose:** *The aim of this study was to determine whether casino employees’ benefits and their feelings about the company influence their experienced happiness.*

**Motivation for the study:** *Happy employees will ensure high productivity, profitability and happier customers. This study will focus on what company benefits will improve casino employees’ happiness at the work place as well as their feelings about the company.*

**Research design, approach and method:** *A total of 1 502 casino employees was studied during this research, with fully completed questionnaires received back from*

*this group. The questionnaires were mailed to the various casino units given two months to facilitate the questionnaires to be completed.*

**Main findings and practical/managerial implications:** *Positive, statistically significant correlations were found between feelings about the company, happiness and company benefits. A regression analysis and a mediation analysis were conducted; finally, a structural equation model was applied and an acceptable fit was achieved.*

**Contribution:** *Results indicated that human resources managers and management could utilise such company benefits as staff meals, medical aid, pension fund and a bonus to ensure happy casino employees with positive feelings about their company.*

**Keywords:** Casino employees, company benefits, feelings about the company, happiness

## **5.1 INTRODUCTION**

In many jurisdictions of the world, including South Africa, governments have identified the development of casinos as a solution to addressing local unemployment and a means of economic regeneration, modelled on the success of the gaming industry in areas such as Las Vegas (Zeng *et al.*, 2013:471; Wong & Lam, 2013:6; Austrin & West, 2005:306). With respect to this, Figart and Mutari (2014:92) found that gambling is a form of entertainment with greater consumer expenditures than movie tickets, video games, theme parks, compact disks (of music) and spectator sports combined. Consequently, the casino industry is busy transitioning from a traditional monopoly-style model into casinos with an internationalised open market offering unpredictable competition that is not confined merely to local jurisdiction (Prentice, 2014:608). They draw individuals (potential employees) because of the prospect of having a bright future in the casino industry with promotional opportunities and the possibility of being able to move to different casinos at different locations (Wong & Lam, 2013:5).



Evidence points to the predominant factor in the success or failure of a business (in this case the casino sector) being the retaining and motivating of quality employees to ensure the success of a business (Ahmed & Ahmed 2014:29; Ahmad, Tariq & Hussain, 2015:188). The authors, Wan and Chan (2013:357), remarked that meeting employees' personal and emotional needs in the workplace can make them happy. Satisfied employees will be inspired to go the extra mile in providing quality service, be more productive and be more committed (Wan and Chan, 2013:357). Zeng *et al.* (2013:471) found that merely being employed is important for happiness and came to the conclusion (Zeng *et al.*, 2013:479) that unemployed people suffered lower levels of happiness on the one hand as they do not have a source of income, but also because they feel that they now perform a less legitimate role in society. With respect to the issue of happiness, Myers and Diener (1995:10) contend that most people are reasonably happy, some are just happier than others; the author would therefore like to determine which company benefits and feelings about the company might contribute to this feeling of happiness. Yousaf *et al.* (2014:1776) confirmed that company benefits will create a motivating environment for employees where they will be more productive and profitable. Additionally, Wu and Wong (2008:209) remarked that when employees attach positive feelings to their job and that they actually care about the job too, they will experience more satisfaction at their work place. During this research, specific company benefits that will improve casino employees' experienced happiness, are indicated.

Austrin and West (2005:307) argue that research in hospitality has predominantly addressed the conventional forms of hotel and restaurant work, which cannot just be applied in the same way in the gambling industry. The latter is unique in the skills that employees need to be successful there, as well as the circumstances in which they are expected to work in casinos. Skills needed include correct handling of cards and money under pressure and being on constant display, on cameras. Examples of circumstances include constantly having to stand, which may sometimes be in a smoking section with additional sound pollution, constant exposure to the gambling ambiance and being constantly monitored by surveillance and table pit bosses. This article aims to determine whether casino company benefits and the employees' feelings towards the company have an influence on their happiness experienced.

The author has been unable to find similar studies in this regard and considers that there is therefore a lack on research pertaining to the gambling industry.

## **5.2 CONCEPTUAL FRAMEWORK**

The conceptual framework and model in Figure 5.1, depicts the structural inter-relationship between company benefits, certain casino employee demographics (gender, department, length of service), casino employees' feelings about the company and the effect thereof on their happiness in the workplace. During this study the author investigated various company benefits and the casino employees' feelings about the company in relation to the effect that these have on their experienced happiness.

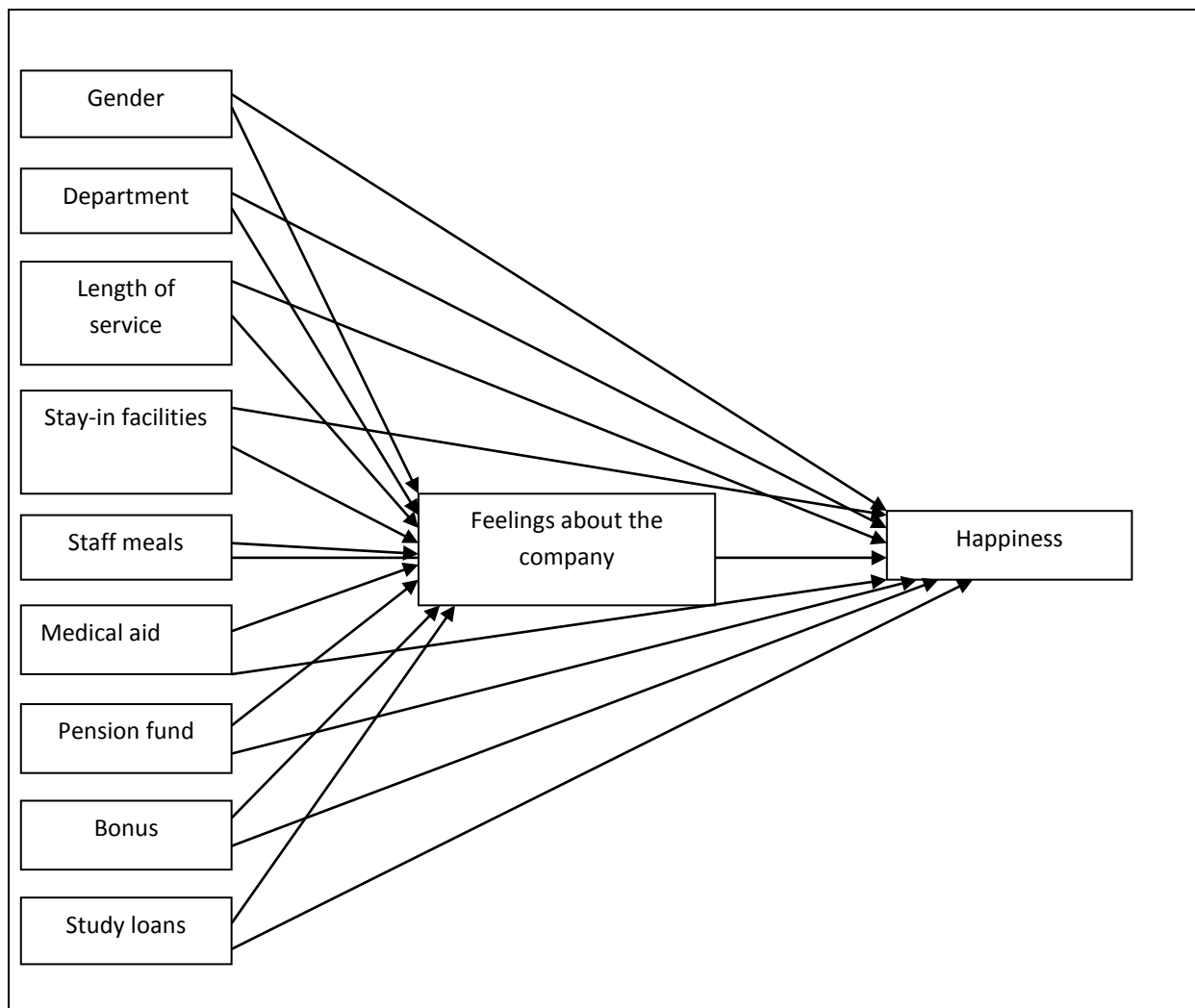
## **5.3 LITERATURE REVIEW**

The literature review examines keywords of this study to bring more clarity to each concept; these include: casino employees, company benefits, feelings about the company and happiness.

### **5.3.1 Casino employees**

This study focuses on casino employees of a selected casino group in South Africa and concentrates on those who are involved with monitoring slots, cashiering and tables employees from the lowest level of members of staff until the management level. Enarson (1993:225) and Wong and Lam (2013:6) described the job of a casino dealer as being an entertainer or sales person in a carnival atmosphere, rather than dealing being a craft. Austrin and West (2005:307) described casino work as work where one either needs craft skills such as those that are used at tables or an unskilled job such as looking after the slots machines. Enarson (1993:220) mentioned that being a dealer offers people a living wage without them having to receive extensive training or an education. Casino dealers, for instance, are front-line production workers, in a hugely profitable industry while merely earning the minimum

wage (Enarson, 1993:221). All casino employees, such as table attendants, dealers, slots attendants and cashiers who work on the casino floor, need to be licensed by a gambling board (Figart & Mutari, 2014:99). A threat to the casino industry is that gambling is being more and more commercialised as mechanised gaming is rapidly becoming very popular, putting the jobs of casino employees at risk (Enarson, 1993:222).



**Figure 5.1: Structural model of company benefits, feelings about the company and happiness, without the measuring model.**

Wong and Lam, in their study, listed typical reasons why people were attracted to working at a casino and described factors such as their perception that it is very

glamorous and that they thought they would be working in a comfortable working environment (Wong & Lam, 2013:5). Benefits normally found in casinos incorporate facilities in the complex including staff meals, staff rest rooms, growth opportunities for one's career, developing new relationships, friendships and personal development and growth (Wong & Lam, 2013:6).

Enarson (1993:221) and Wong and Lam (2013:8) listed some negative characteristics or features of casino work at tables, slots and cashiering, such as low job security, limited company benefits, repetitive work, boredom, emotional and physical stress, working variable shifts, being constantly monitored by close electronic and personal supervision in an atmosphere that can be described as a mistrustful one and contradictory expectations being presented by a management that wants dealers to win versus players who want the dealer to lose. Wong and Lam (2013:7) moreover mention additional work stressors, for instance demanding work features such as: working shifts; fatiguing tasks; heavy workloads; relationship issues where conflict with seniors and colleagues is common; lack of support from management; health-threatening environmental conditions involving constant noise, lights and smoke as well as hazardous events such as bullying, harassment, assault and even exposure to customers committing or attempting to commit suicide. Figart and Mutari (2014:101) described dealers' and slots' personal situation as them feeling that they are constantly walking on eggshells due to the fear of being reprimanded and the relentless surveillance.

Casino employees also reported conflicts of conscience where they are reluctant to promote casino gambling with a view to possibly discourage problem gamblers (Wong & Lam, 2013:8). Casino employees also reported developing physical strains, such as struggling to sleep, back and feet pain due to standing for long hours and psychological strains such as moodiness, tension, anxiety and depression (Wong & Lam, 2013:9). Authors Hu, Luk, Leong, Cecilia and Van (2013:257) moreover remarked that the working environment of a casino seems to cause employees more health problems and exposes them to more safety hazards than any other workplace does. Working in a casino furthermore seems to affect casino employees themselves

in such a way that they too adopt unhealthy lifestyles, such as gambling and excessive electronic game playing which combine with or result in addictive drug use, drinking, smoking and depression (Hu *et al.*, 2013:256).

Zeng *et al.* (2013:471) on the other hand found that casino employees were similarly happy when compared to employed individuals in other sectors. He argued that married casino employees are happier than their single counterparts and that whether they had children or not, did not influence their happiness (Zeng, *et al.*, 2013:479).

### **5.3.2 Company benefits**

According to the Oxford Dictionary (2015) company benefits or, employee benefits are: "...an extra benefit supplementing an employee's money wage or salary, for example a company car, private health care". Ahmed and Ahmed (2014:29) and Yousaf *et al.* (2014:1776) state that company benefits will increase employee motivation and performance. Ahmed and Ahmed (2014:27) made the comment that compensation management is one of the most essential fundamentals of personnel management. Compensation includes economic rewards such as wages and salary, but also includes non-economic payments, known as company benefits (Ahmed & Ahmed, 2014:27; Yousaf *et al.*, 2014:1776). Typical terms used for indirect compensation are: company benefits, employee services or supplementary compensation or pay (Ahmed & Ahmed, 2014:28). Nayak and Sahoo (2015:265) confirm that company benefits are a way in which companies could satisfy employees' "...work values, aspirations, their personal ideals and hope for progress". In the same vein, Mokoka, Oosthuizen and Ehlers (2010:4) argue that "monetary rewards", includes "competitive salaries, performance bonuses, scarce skills remunerations", and "non-monetary rewards" (company benefits) that companies might add to work packages offered to employees, e.g. "extended leave, promotions, childcare facilities and recreation", which ultimately generate a good QWL and retention of employees. According to the authors Ahmad and Scott (2015:15), they found that managerial employees are most likely to be motivated by their salary,

while non-managerial employees are motivated by a combination of both their salaries and company benefits. Ahmad and Scott (2015:19), Ahmed and Ahmed (2014:28), Ahmad *et al.* (2015:187), Wong and Lam (2013:6) and Yousaf *et al.* (2014:1776) furthermore assert company benefits such as: "...relocation allowances, sports and social facilities, medical benefits, loan scheme, incentives, social security, workers compensation, leave benefits, staff discount, staff parties, gym facilities, financial and legal support, purchase discounts, an employee assistance programme, pension scheme, personal accident insurance coverage, bonus scheme, clothing provision, free transport to and from work, birthdays that are celebrated and complementary laundry services", some of which are represented in Figure 5.1. These are all motivating factors that contribute to the employees' well-being and ultimately, their happiness in the workplace.

Ahmad and Scott (2015:15) and Ahmed and Ahmed (2014:27) concluded that company benefits exhibit the potential of increasing the number and the calibre of job applications, as well as that appointing and retaining good quality employees which will ensure that the gambling sector has a competitive advantage over others in the hospitality industry. Ahmad and Scott (2015:20) added that an organisation's performance can be improved by supplying non-managerial employees with a pension scheme rather than focusing on the salary level of managers. Ahmed and Ahmed (2014:28) mentioned that there is a cost related to company benefits; some people therefore term it as a 'hidden payroll'. In Ahmed's and Ahmed's (2014:28) study, it was found that company benefits represent approximately 40% of the total compensation costs for each employee.

### **5.3.3. Feelings about the company**

Ojedokun, Idemudia and Desouza (2015:235) postulate that attitudes of employees in relation to the workplace have a direct effect on how they perceive their jobs, careers and the company at which they are employed. These attitudes in the work environment (workplace) represent employees' feelings, opinions, and beliefs about their work, the colleagues with whom they are working and the specific job itself. In a

study conducted by Flam (2002:93), she argues that employees have to overcome various intense feelings that they deal with and productively maintain the organisational role for which they have been appointed. Rai (2015:236) found that when employees develop positive feelings about their workplace they will enjoy a high QWL and stay committed to their working environment. A higher QWL of employees furthermore serves as a motivational factor for them to retain their jobs as they experience a balance between working life and private life, which affects their personal values positively. Bulan, Erickson and Wharton (1997:243) found that men and women experienced higher positive feelings about their work and the company when they felt that they are effective in their work, where they deal with people. Wu and Wong (2008:209) examined how employees view the gaming industry; one can construe from their research that if an employee has positive feelings and a sense of meaning in their job, they will care for and respect their work, which will result in increased job satisfaction, less job stress and being highly committed to the position. Other contributions to positive feelings were: spending time socialising with colleagues, having greater control over their work and experiencing high levels of job participation (Bulan *et al.*, 1997:243). Shipton, West, Parkes, Dawson and Patterson (2006:405) found that employees' feelings about their work are a crucial factor as to whether they will be innovative in the future and remain innovative. On the other hand, Jaiswal (2014:85) confirms that quality service and productivity in the workplace can be achieved when employees' personal goals are integrated with the companies' goals. Often the suppression of feelings at work negatively affects problem solving, personal growth and satisfaction with QWL. Therefore, if employees are encouraged to express their feelings, while at work, this will produce a committed workforce for the company in which they are employed (Jaiswal, 2014:85).

#### **5.3.4 Happiness**

For the purpose of this research, happiness and SWB are considered to be synonymous (Tay *et al.*, 2015:839). Happiness that is subjectively experienced is intrinsically valuable for the individual, it is then evaluated and pursued as an end in itself throughout one's whole life (Tay *et al.*, 2015:839). Happiness is also seen as the way a person expresses the status of his/her well-being (Shin & Irvine, 2015:9).

According to Tay *et al.* (2015:839), happiness is even more desired than the valued commodity of money. They further mention that happiness is a valuable indicator of a general QOL and that it can be influenced by factors such as income and employment (Tay *et al.*, 2015:843). Happiness can be described by two components: hedonic (which refers to feeling well internally, subjective experiences, job satisfaction and pleasure) and eudemonic (which refers to functioning well, expression, work syndromes, stress, burnout, fulfilment, thriving and self-actualization) (De Sousa & Porto, 2015:216; Shin & Irvine, 2015:6). De Sousa and Porto (2015:211) explained that the difference between employees' levels of happiness or SWB is influenced by two sets of variables: firstly, the contribution of the individual (values, personality and goals) and secondly, organisational characteristics (culture and the work context). Happiness means that a person is satisfied or content with his/her life; it is not the presence or absence of certain feelings, but positive outcomes of one's evaluation when she or he looks at certain standards (Shin & Irvine, 2015:9).

Tay *et al.* (2015:842) listed the benefits of happiness (SWB) such as increased health and longevity, improved social relationships, enhanced marital satisfaction, sociability, prosocial behaviours and having a positive perception of oneself and others. Additional benefits include increased productivity in the workplace and the proclivity of having successful careers and work success (Tay *et al.*, 2015:843). Happiness nowadays is seen as so important to one's daily life, that an International Day of Happiness has been launched, which was celebrated this year on 20 March, 2015 (Action for Happiness, 2015), as well as a World Happiness Report that has been commissioned (Shin & Irvine, 2015:2). According to the latest World Happiness Report 2015, South Africa ranks number 113<sup>th</sup> in the world in a list of 158 countries with a score of 4.64. (Helliwell, Layard & Sachs, 2015:28). This score is an average out of 10 given by South Africans to rate their current lives (Helliwell *et al.*, 2015:13). The highest score of other countries' happiness levels was between 7.5 and 7.6 while the lowest was 2.8 (Helliwell *et al.*, 2015:29), clearly indicating that South Africans are currently not the happiest people. Yousaf *et al.* (2014:1776) stated that the pivotal function of human resources management is to implement practices that will enhance the satisfaction of employees in their jobs. Employees expect to be



rewarded financially and non-financially for their services and efforts (Yousaf, *et al.*, 2014:1776).

Now that a clear understanding exists regarding the various concepts of this study, a description of the research methodology is provided.

## **5.4 METHOD OF RESEARCH**

The research methodology applied to this study included a literature review as well as empirical research. Existing literature relating to casino employees, company benefits and happiness were consulted for the purposes of this study. Data was then gathered through distributed questionnaires (c.f.1.7.3) and captured into SPSS version 22.0 (IBM (International Business Machines) Corp. 2013). A quantitative approach was followed, which, according to Field (2013:882), substantiates a theory by measuring variables which provide numeric outcomes. Author Golafshani (2003:597) notes that quantitative research also allows an author to familiarise themselves with the problem or concept that is being studied.

### **5.4.1 Research design**

During this study, as mentioned, the focus was on casino employees from a selected casino group within South Africa. The study population of 3 032 casino employees were identified, department heads were mailed the questionnaires, briefed about the purpose of the research and subsequently asked to hand out the questionnaires. Employees who were included as part of the study sample consisted of employees working at the slots, tables, cashiering and ranged from entry level to management level employees. These casino employees had the opportunity to anonymously complete the questionnaire. Once all of these were completed, they were mailed back to the author. This method of research is called a cross-sectional research design focusing on all employees and measuring their responses as they naturally transpire without any intrusion (Field, 2013:873).

#### **5.4.2 Sampling method**

The study population consisted of all casino employees from tables, slots and cashiering departments employed by the selected casino company at the time of the research. Swift and Piff (2005:485) describe this sampling method as simple random sampling, in that every employee of the casino group or sample size had an equal probability of being chosen to take part in the study. A proposal was sent to the HR director of the specific casino group for permission to conduct the research. This was granted and all members of management from the various units were informed of the proposed research: the logistics of it, ethical guidelines as well as the goal of the study. The questionnaires were printed and mailed to all the members of management of 12 units who had indicated a willingness to take part in the presentation. The questionnaires were mailed on 19 March 2013; 12 units sent back the completed questionnaires by the end of May 2013. Based on the number of casino employees employed at each unit, 3 032 questionnaires were mailed to the various units while 1 502 fully completed questionnaires were returned, resulting in a 49.5% response rate. Evidence from the study completed by Israel (1992:3) confirmed that a population of 3 000 people would need 811 responses for a  $\pm 3\%$  precision level with a confidence level of 95%, confirming that this sample of questionnaires was representative of the population. For various reasons certain employees did not take part in the research, including being on sick, maternity or annual leave. As Krejcie and Morgan (1970:608) indicate, a population size of 3 000 people requires 341 questionnaires returned for the sample size to be representative of the population. Therefore, the number of questionnaires received back is an adequate representation of the casino employees' population.

#### **5.4.3 Development of the questionnaire**

The questionnaire (c.f.1.7.3) consisted of three sections:

##### *Demographic profile*

Section A, covering the demographic characteristics of the casino employees such as their age, gender, marital status and years of service at the casino. Some of section A's questions were open-ended questions (length of service), or by choosing

an option (added benefits) from a five-point Likert scale “strongly disagree” to “strongly agree”.

#### *Feelings about the company*

Section B consisted of the questions regarding their feelings about the company with questions such as “I feel very little loyalty to this company” and “I find that my values and the company’s values are similar” as developed by Naudé (2011:124). Feelings about the company were rated on a five-point Likert scale ranging from “strongly disagree” to “strongly agree”.

#### *Happiness*

Section C covered the measures of happiness. Happiness of the casino employees was determined by self-evaluation and requiring them to answer questions, such as “Overall, I am satisfied with my life” and “I am happy when I feel that I am being treated fairly”. The questions were based on the same happiness questions developed by Chiumento (2007:5). This method of researching happiness is supported by the work of Zeng *et al.* (2013:474), who also researched it by asking people to evaluate their happiness levels themselves and report on these. Section A’s questions were ones that either had to be filled in with their own answer, or by choosing an option from, or based on, a five-point Likert scale. Sections B and C were both five-point Likert scale questions ranging from “strongly disagree” to “strongly agree”. Dawes (2008:75) confirmed that all three formats, namely the 5-, 7- and 10- point Likert scales are all equivalent as analytical tools and can be used for a confirmatory factor analysis and structural equation models.

#### **5.4.4 Data capturing and statistical analysis**

Data was captured in SPSS Statistics for Windows version 22.0 (University of Washington, 2015). Mplus (Muthén & Muthén, 2012:2) version 7.1 was utilised to perform various statistical analyses such as the descriptive statistics, determining

reliability of constructs, correlations, model fit indices and mediation analysis. De Beer *et al.* (2013:5) commented that Mplus has the distinctive ability to stipulate continuous and/or categorically dormant variables in analysis. First of all, the reliability of the various constructs for the study had to be confirmed as accurate in order for the variables to be used as presented in Figure 5.1. Secondly, a correlation matrix was generated, described by Laerd Statistics (2013) as a nonparametric measure which defines the strength and trend of connotation that exists between two variables. Furthermore, a regression analysis was performed, which is defined by Investopedia (2015) as a way of assessing the strength of association that exists between one dependent variable and another sequence of varying variables. The model fit indices were calculated in order to confirm how well the projected theory fits the statistics collected (Hooper *et al.*, 2008:53). Finally, a mediation analysis was performed, which can be described as a model where one variable is suggested as exercising an effect on an outcome variable through various prevailing variables that are called mediators (Hayes, 2009:408).

## 5.5 EMPIRICAL RESULTS

The empirical results for this study will now be reported, with different statistical analyses performed on the various sections of the questionnaire. The results will be discussed and supported by similar findings in other studies.

### 5.5.1 Descriptive statistics

**Table 5.1: Descriptive statistics of casino employees**

	Frequency	Percentage
<b>Gender</b>		
Female	850	57%
Male	644	43%
<b>Age</b>		
18-34 years	792	60%

35-44 years	427	27%
45-54 years	182	12%
55 + years	22	1%
<b>Relationship status</b>		
Single	787	<b>53%</b>
Living together	162	11%
Married	472	32%
Divorced or widowed	65	4%
<b>Education status</b>		
High school	66	5%
Matric	816	<b>55%</b>
Certificate	278	19%
Diploma	271	18%
Degree	44	3%
<b>Department</b>		
Slots	499	33%
Tables	713	<b>48%</b>
Cashiering	287	19%
<b>Agreement on company benefits that motivate employees</b>		
Stay-in facilities	261	22%
Staff meals	495	38%
Study loans	594	47%
Medical aid	706	<b>54%</b>
Pension fund	923	<b>70%</b>
Bonus	958	<b>70%</b>
<b>Where do you see yourself in the next 5 years?</b>		
At another establishment	762	<b>59%</b>
Still at the same establishment	529	41%

In Table 5.1, the descriptive statistics of the target population can be seen, ranging from their gender, age, education, relationship status, and the department in which they work, to where they see themselves within the next five years. Considering the highest percentages: 57% of the employees are female, 60% of the respondents are between the ages of 18 and 34 years, 53% of the population are single while 55% have attained matric. The majority of the respondents (48%) worked in the tables department. Most importantly, it is evident from this table that the company benefits were agreed on as very important to the casino employees. It may be observed that the highest percentages of agreement regarding company benefits for the casino employees concerned: a pension fund (70%), a bonus (70%) and medical aid (54%). These percentages were obtained in that casino respondents could select all the company benefits that is important to them, and not limited to just select one benefit. Both Yousaf *et al.* (2014:1779) and Ahmed and Ahmed (2014:28) confirmed in their studies that all three of these benefits are crucial for employees in ensuring their performance and motivation.

**Table 5.2: Reliability of happiness and feelings about the company factors**

	Omega	Alpha
Happiness	0.777	0.757
Feelings about the company	0.63	0.67

From Table 5.2, it may be observed that the constructs of happiness and feelings about the company are found to be reliable. Evidence points out that reliability results as low as between 0.49 and 0.70 are acceptable and that this will not obstruct the use of the variables (Schmitt, 1996:131). As Table 5.2 indicates, it is clear that the variables of happiness and feelings about the company were reliably measured variables with coefficients ranging between 0.63 and 0.77.

In Table 5.3, the author presented values for the Pearson correlations matrix. The medium and large correlations are mentioned as they are of greatest interest to the

author. A medium positive correlation was found between feelings about the company and happiness ( $r = 0.359$ ). Lyubomirsky, King and Diener (2005:820) concluded during their study that people who have stronger positive feelings than negative ones experience higher levels of happiness. In the study by Wu and Wong (2008:207) it was confirmed that attitude towards the gaming industry does exert a positive impact on job meaningfulness experienced. The more positive a person feels about the company he/she works for, the happier he/she will therefore be. A positive, medium correlation was found between feelings about the company and company benefits such as staff meals ( $r = 0.361$ ), medical aid ( $r = 0.307$ ), pension ( $r = 0.350$ ) and a bonus ( $r = 0.410$ ). These aspects clearly have a beneficial effect on the casino employees' positive feelings about the company. Stay-in facilities indicated a medium positive correlation with staff meals ( $r = 0.313$ ), medical aid ( $r = 0.300$ ) and a study loan ( $r = 0.328$ ), confirming that casino employees who are able to save more due to staff stay-in facilities will spend money on a medical aid, furthering their studies by taking out a study loan. Staff meals resulted in a medium correlation with medical aid ( $r = 0.394$ ), pension ( $r = 0.358$ ), bonus ( $r = 0.419$ ) and a study loan ( $r = 0.315$ ). Medical aid yielded a large correlation with pension ( $r = 0.578$ ) and bonus ( $r = 0.510$ ) and a medium correlation with study loan ( $r = 0.392$ ). Pension recorded a large correlation with bonus ( $r = 0.628$ ) and a medium correlation with study loan ( $r = 0.407$ ). Bonus had a medium correlation with study loan ( $r = 0.404$ ). These correlations serve to prove yet again that once an employee receives company benefits, they save money and can spend it on other important services in life, such as joining a medical aid, saving money for their pension and finally, having the option to take out a study loan.

Table 5.4 informs us that not all of the regressions were statistically significant, with  $p\text{-values} \leq 0.05$ . This analysis is based on Figure 5.1 depicting the regression paths of factors in the SEM. Non-statistically significant regression results were established between happiness and the respondents' work in, stay-in facilities, medical aid, the employees' length of service and whether they receive a bonus and have access to a study loan. These factors mentioned therefore clearly do not have an effect on the happiness that casino employees experience.

**Table 5.3: Correlations matrix ( $r$ ) of the latent variables (happiness, feelings about the company, demographic characteristics and company benefits) ( $n = 1\ 502$ )**

	Happiness	Feelings about company	Department	Stay-in facilities	Staff meals	Medical aid	Pension	Length of service	Gender	Bonus	Study loan
Happiness	1.000										
Feelings about company	<b>0.358**</b>	1.000									
Department	0.049	0.062	1.000								
Stay-in facilities	0.165*	0.293*	0.029	1.000							
Staff meals	0.234*	<b>0.361**</b>	0.086	<b>0.313**</b>	1.000						
Medical aid	0.176*	<b>0.307**</b>	0.018	<b>0.300**</b>	<b>0.394**</b>	1.000					
Pension	0.228*	<b>0.350**</b>	0.002	0.238*	<b>0.358**</b>	<b>0.578***</b>	1.000				
Length of service	0.014	0.007	0.066	0.029	0.046	0.119*	0.070	1.000			
Gender	0.097	0.018	0.171*	-0.036	0.062	0.053	0.008	0.069	1.000		
Bonus	0.199*	<b>0.410**</b>	0.064	0.247*	<b>0.419**</b>	<b>0.510***</b>	<b>0.628***</b>	0.096	0.069	1.000	
Study loan	0.166*	0.266*	0.078	<b>0.328**</b>	<b>0.315**</b>	<b>0.392**</b>	<b>0.407**</b>	-0.055	0.092	<b>0.404**</b>	1.000

\* Small correlation ( $r = 0.10$ - $0.29$ )

\*\* Medium correlation ( $r = 0.30$ - $0.49$ )

\*\*\* Large correlation ( $r = 0.50$ - $1.0$ )

Not statistically significant



**Table 5.4: Regression analyses between happiness, feelings about the company, demographic characteristics and company benefits**

Regressions	Beta ( $\beta$ )	S.E.	p-value
<b>Happiness on</b>			
Feelings about the company	0.291	0.048	0.001
<b>Happiness on</b>			
Department	0.009	0.037	<b>0.811</b>
Stay-in facilities	0.037	0.041	<b>0.364</b>
Staff meals	0.089	0.043	0.038
Medical aid	-0.014	0.048	<b>0.768</b>
Pension	0.114	0.051	0.026
Length of service	-0.001	0.037	<b>0.987</b>
Gender	0.088	0.037	0.018
Bonus	-0.045	0.051	<b>0.380</b>
Study loan	0.017	0.043	<b>0.699</b>
<b>Feelings about the company on</b>			
Department	0.031	0.035	<b>0.388</b>
Stay-in facilities	0.148	0.038	0.001
Staff meals	0.172	0.040	0.001
Medical aid	0.022	0.046	<b>0.623</b>
Pension	0.092	0.049	<b>0.058</b>
Length of service	-0.036	0.035	<b>0.311</b>
Gender	-0.010	0.036	<b>0.779</b>
Bonus	0.225	0.047	0.001
Study loan	0.023	0.041	<b>0.575</b>

Additional, non-statistically significant regressions were discovered between feelings about the company and the department in which they work, medical aid, pension fund, employees’ length of service, their gender and whether they have access to a study loan: also variables not contributing to the employees’ feelings towards the company.

- A positive relationship was noted between happiness and feelings about the company  $\beta = 0.291$ . If therefore, one experiences positive feelings about one’s company, one will also report increased happiness. This confirms the evidence presented by Lyubomirsky *et al.* (2005:820), stating that people who experience positive feelings are happier people.
- There was a positive relationship between happiness and staff meals  $\beta = 0.089$  and a pension fund  $\beta = 0.114$ . This provides evidence that employees, who receive staff meals and a pension fund from their employer, are happier people. IDEA (2015) found that supplying people with healthy snacks and meals will contribute to the happiness they experience.
- It was also established that there was a positive relationship between one’s feelings about the company and stay-in facilities  $\beta = 0.148$ , staff meals  $\beta = 0.172$  and a bonus  $\beta = 0.225$ . People therefore experience more positive feelings about their company when they have company benefits such as stay-in facilities, staff meals and a bonus scheme. In the same vein, Enarson (1993:228) reported that three-quarters of casino dealers who were interviewed would not recommend a friend or daughter taking a job as a dealer, indicating how unhappy the dealers were with aspects of their jobs, as cutbacks had taken place with their health insurance.

**Table 5.5: Model fit indices of the SEM between company benefits, feelings about the company and happiness.**

Description	SRMSR	CFI	TLI	RMSEA
Research model	0.031	0.91	0.88	0.045

SRMSR, standardised root mean square residual; CFI, comparative fit index; TLI, Tucker-Lewis index; RMSEA, root mean square error of approximation

Table 5.5 presents the fit statistics of the SEM represented in Figure 5.1. The first result is the SRMSR (standardised root mean square residual), where a result of 0 will indicate a perfect fit and a value of 0.05 an adequate fit: the resultant SRMSR of the model (0.031) therefore indicated good overall model fit to the data (Hooper *et al.*, 2008:55, Schumacker & Lomax, 2010:87). Other parsimonious SEM fit statistics such as the, CFI and TLI, which should consist of values between 0.0 and 1.0, with values closer to 1.0 indicating a good fit (Hooper *et al.*, 2008:55). Hu and Bentler (1999:4) confirmed that the CFI should be > 0.9 and should show an acceptable model fit between the constructs in the SEM (see Figure 5.1). Finally, Steiger (2007:895) and Hu and Bentler (1999:4) argue that an RMSEA less than or equal to the value of 0.05 is an acceptable model fit statistical value; the models under investigation (Figure 5.1) produced acceptable fit indices. Owing to these positive results, it can therefore be concluded that the SEM depicted in Figure 5.1 regarding company benefits, feelings about the company and happiness is of good fit and therefore a persuasive indication that the recommended theory does indeed fit the data that was supplied by this study (Hooper *et al.*, 2008:53).

**Table 5.6: Mediation: Indirect effects between happiness, feelings about the company and company benefits**

STDYX standardisation	Estimate	Lower	Upper
<b>Effects of stay-in facilities on happiness</b>			
Happiness			
Feelings about the company			
Stay-in facilities	0.043	0.015	0.071
<b>Effects of staff meals on happiness</b>			
Happiness			
Feelings about the company			
Staff meals	0.050	0.019	0.081
<b>Effects of bonus on happiness</b>			
Happiness			

Feelings about the company			
Bonus	0.066	0.027	0.104

Lower and upper = 95% confidence interval

Concerning Table 5.6, all significant relationships based on the regressions and investigation of potential indirect effects indicated partial mediation effects. It was determined that feelings about the company partially mediated the relationship between stay-in facilities and happiness; with an indirect effect of 0.043 (95% CI [0.015, 0.071]). Staff meals also displayed a relationship to happiness through feelings about the company, 0.050 (95% CI [0.019, 0.081]) while the same was the case for bonuses (0.066 (95% CI [0.0027, 0.104])).

## 5.6 FINDINGS AND MANAGERIAL IMPLICATIONS

Findings are based on the statistical results that were gathered from 1 502 fully completed questionnaires submitted by casino employees who participated in this study. Practical managerial suggestions will be made to casino human resources managers and management that could be applied in the casino workplace.

Firstly, it was established that the factors: company benefits, feelings about the company and happiness loaded correctly and could therefore be used as constructs in this study. Secondly, the correlation matrix was investigated. A positive relationship was found regarding the casino employees' feelings about the company and their experience of happiness. Therefore, if casino employees have positive feelings about their company, their happiness will also increase. This supports the findings of Lyubomirsky *et al.* (2005:820) who, as mentioned, concluded that people with positive feelings are happier people overall. If a casino employee is therefore feeling positive about the company he/she works at, he/she will also be a happier person, thus indicating how important it is for employees to feel good about their workplace. The challenge here will be for management to improve the casino employees' feelings about the casino by offering certain suggested company benefits as mentioned below, with the anticipated results being happier people

working on the casino floor. A positive relationship was determined between feelings about the company and company benefits such as staff meals, medical aid, pension fund and a bonus scheme. Employees who therefore enjoy the value of benefits just mentioned, will also feel more positive about the company they work at and, to reiterate, will therefore be happier employees. The advantage of a medical aid, pension fund and bonus scheme is that these benefits can form part of a total remuneration package that are offered to new casino employees and therefore does not have to be regarded as a huge financial expense, but as part of the said package of casino employees. A final positive correlation was established between stay-in facilities and staff meals, medical aid and study loans. The conclusion drawn here was that employees having the benefit of stay-in facilities and being able to save money will then be able to spend some money on medical aid and study loans where they normally would not have been able to do so. If a casino operator does not provide live-in facilities, the option of housing subsidies could also contribute to the happiness of the employees.

The regression analysis was calculated, with statistically significant regressions being determined between happiness and feelings about the company. If a person has positive feelings about the company, he/she will therefore be a happy person. Another statistically significant regression was found between happiness, staff meals and pension fund, indicating that a pension fund and staff meals do actually contribute to casino employees' happiness. IDEA (2015), which is a health and fitness association, is currently on a drive to motivate people to eat healthy meals, which will evidently improve the happiness they experience. An additional statistically significant regression was found between feelings about the company and stay-in facilities, staff meals and bonuses, confirming that employees will feel more positive about their company when these benefits are offered to them. Ahmed and Ahmed (2014:27) support the notion of indirect and direct compensation management to staff as an important strategy to retain high quality staff. In general, the importance of company benefits may be clearly be seen in these results as not only improving feelings about the company but also, ultimately, general happiness.

Thirdly, a mediation analysis was undertaken, concluding that stay-in facilities, staff meals and a bonus scheme are, all three, mediators for happiness, proving that when these benefits are offered to casino employees, the end result will be happier staff. Yousaf *et al.* (2014:1776) established that any benefits that employees foresee that will have a positive impact on themselves and their families will motivate them to a great extent. Consistent with the results is that company benefits, such as staff meals, pension fund, stay-in facilities and a bonus scheme based on the study population are very important to them. As the casino sector of the tourism and hospitality industry is highly competitive, human resources managers and general management should take cognisance of this finding in pursuing employee retention, which will benefit this casino company in the long run.

The SEM in Figure 5.1 shows a direct and good relationship between company benefits, feelings about the company and happiness.

## **5.7 CONCLUSIONS AND RECOMMENDATIONS**

The goal of this study was to determine which company benefits contribute to feelings about the casino company and happiness. It was determined that when casino employees feel positive about their workplace, they will also experience happiness. Hence this constitutes a challenge to human resources managers and management to improve casino employees' feelings about their company by rewarding them with decent company benefits.

A positive relationship was discovered between benefits, such as staff meals, having medical aid, being part of a pension fund and receiving a bonus and the feelings employees experience towards the company. The list of possible company benefits is extensive, but during this study, the above four were listed as the most important to the said employees. All four can be viewed in terms of additional financial rewards to employees, even with staff meals and medical aid, which are costs that will be covered by the employer so that the employees do not have to meet this expense, offering them a higher disposable income. Human resources managers and

management can therefore motivate for these additional benefits to be offered to employees. The two other additional benefits that could be focused on are staff meals at a rate discounted by agreement with the casino's food and beverage supplier and arranging a bonus for the employees. A positive correlation was also established between stay-in facilities and staff meals, medical aid and study loans, indicating that, when the costs of stay-in facilities are covered by the employer, employees can then start looking at spending their money on other necessities. Human resources managers and management should look at supplying their employees with stay-in facilities or a housing subsidy; this will draw the "*crème de la crème*" of employees to be employed.

The regression analysis demonstrated a positive regression between casino employees' happiness and receiving staff meals and being part of a pension fund. These two company benefits are consequently proven to contribute to the happiness of such employees. Company benefits that actually contributed to positive feelings about the company were listed as stay-in facilities, staff meals and receiving a bonus. As mentioned above, when employees have positive feelings about the company, they will also be happier in their workplace. For them to experience happiness, these three benefits were found to be mediators. As mentioned above, when management aims at providing these benefits to the casino employees, the result will probably be a happy workforce.

This study could greatly contribute to the way in which casino employees could be managed and rewarded within the casino industry. Supplying quite basic company benefits will improve their feelings about the company and contribute to the happiness that they experience. The way forward from the human resources managers' and management's side will be to pay attention to these benefits (see Figure 5.1).

In an apparent contradiction to what has been written above, it should be noted that SARS (2014) is now also becoming stricter as regards tax on allowances and company benefits to employees, which may place a damper on this as a solution to improve happiness. According to SARS (2014) all company benefits offered to

employees will now be taxed: the right to use a company vehicle, staff meals and refreshments, receiving free or cheap services such as laundry, being given staff accommodation for free or at a discounted rate, receiving low interest loans or subsidies for loans and finally, medical scheme contributions made by the employer. Therefore, offering these company benefits to casino employees will result in them being taxed additionally. Nevertheless, the end result should still be an increase in overall happiness experienced.

The limitations of this study are that the authors only focused on one South African casino company's employees; therefore, the results are only applicable to the study population and cannot be generalised to employees of other casino companies in South Africa or internationally. It is suggested that future research focus on all casino employees in South Africa from diverse casino companies. This research has just scratched the surface of this issue and many opportunities exist to conduct research in relation to company benefits, casino employees' feelings about the company and happiness experienced.



# **CHAPTER 6:**

## **Conclusions, contributions, recommendations and limitations**



*Source: Google images, 2015.*

## 6.1 INTRODUCTION

The goal (c.f.1.4.1) of this study was to develop a framework for the happiness of casino employees: a subjective well-being perspective. In order to reach this goal, various objectives were formulated (c.f.1.4.2) in Chapter 1. The five objectives were addressed in the preceding five chapters to give a holistic overview. The SEMs of Chapters 3 - 5 were combined (c.f.6.4.1), which will support the main goal of this study (c.f.1.4.1). Table 6.1 summarizes the objectives and includes the chapters in which those objectives have been addressed.

**Table 6.1 Summary of objectives per chapter**

Objective (c.f.1.4.2)	Headings	Chapter
<u>Objective 1</u> Conduct a literature review concerning the casino sector in South Africa, casino employees, company benefits, SWB and happiness, personality, QWL domains and happiness in the workplace (c.f.1.4.2).	<ul style="list-style-type: none"> <li>- The casino sector in South Africa (c.f.2.2.1);</li> <li>- Casino employees (c.f.2.2.2);</li> <li>- Company benefits (c.f.2.2.3);</li> <li>- Personalities (c.f.2.2.4);</li> <li>- QWL domains (c.f.2.2.5);</li> <li>- Understanding the concept of SWB and happiness (c.f.2.2.6) ;</li> <li>- Happiness in the workplace (c.f.2.2.7);</li> <li>- Previous research on happiness in the workplace and casino employees (c.f.2.2.8);</li> </ul>	Chapter 2
<u>Objective 2</u> To determine the influence of the demographic variables of casino employees on their QWL domains;	<ul style="list-style-type: none"> <li>- Conceptual framework (c.f.3.2);</li> <li>- Literature review (c.f.3.3);</li> </ul>	Chapter 3

(c.f.1.4.2). Article 1, which has already been published.	- Findings and managerial implications (c.f.3.7);	
<u>Objective 3</u> To develop a SEM depicting the effect of personality and casino employees' leisure life and the effect on the happiness they experience (c.f.1.4.2). This is Article 2, which has been submitted for review. The editor has acknowledged receipt of the article.	- Literature review (c.f.4.2); - Empirical results (c.f.4.4); - Findings and managerial implications (c.f.4.5);	Chapter 4
<u>Objective 4</u> To develop a SEM depicting the effect of the company benefits casino employees' experience, as well as their feelings about the casino and its effect on happiness (c.f.1.4.2). Article 3 has been submitted to a DHET accredited journal.	- Conceptual framework (c.f.5.2); - Literature review (c.f.5.3); - Descriptive statistics (c.f.5.5.1); - Findings and managerial implications (c.f.5.6).	Chapter 5
<u>Objective 5</u> To draw conclusions and make recommendations from the results of the study. A combined SEM will be developed to depict the models of all three articles combined, which will provide an overview of this study (c.f.1.4.2).	- Conclusions (c.f.6.3); - Contribution (c.f.6.4); - Recommendations (c.f.6.5); - Limitations (c.f.6.6).	Chapter 6

Taking into account the various goals set out and achieved throughout Chapters 2 – 5, conclusions, recommendations and contributions can now be supplied in Chapter 6. There will also be a statement on the limitations of this study. The goal for this chapter is therefore to draw conclusions based on the previous three chapters' findings, make contributions to the tourism literature, make recommendations to casino management, and, for that matter, any tourism or hospitality management. This will ensure that Chapter 6 meets the goals listed in Table 6.1.

**Table 6.2     Structure of Chapter 6**

Heading	Section
My personal journey of involvement in the casino sector.	(c.f.6.2)
Conclusions.	(c.f.6.3)
Conclusions from literature reviews.	(c.f.6.3.1)
Conclusions for Article 1 (Chapter 3).	(c.f.6.3.2.1)
Conclusions for Article 2 (Chapter 4).	(c.f.6.3.2.2)
Conclusions for Article 3 (Chapter 5).	(c.f.6.3.2.3)
Contribution	(c.f.6.4)
Literature contribution	(c.f.6.4.1)
Practical contribution	(c.f.6.4.2)
Recommendations	(c.f.6.5)
Recommendations of this study	(c.f.6.5.1)
Recommendations for future research	(c.f.6.5.2)
Limitations	(c.f.6.6)

## **6.2     MY PERSONAL JOURNEY OF INVOLVEMENT IN THE CASINO SECTOR**



After completing my M.A. in Tourism Management at the NWU, and after being unemployed for months with a post-graduate degree behind my name, I had the opportunity of working as a GRO (Guest Relations Officer) for a well-known casino group in South Africa, with minimal remuneration. This was definitely not the position

or salary I thought I would have with an M.A. in Tourism Management, but I had to take the opportunity or face the challenge of being unemployed for many more months. On starting at the casino in the Operations Department, a new world opened up for me. During my undergraduate studies at the NWU, we spent one chapter in one of our modules on casinos, not realizing what an enormous industry it is globally as well as in the South African context. My ideas of what quality customer service entailed, what 24/7 working hours really meant and my idea of the gambling character was totally changed within a matter of weeks. Suddenly my leisure life, my social life, my time spent being creative and my family life were turned completely upside down by the anti-social working hours, ensuring that a top gambler literally got almost anything he/she asked for and being able to work in a heavy smoking environment with intoxicated guests who had just lost tens of thousands of Rands. I also got married during my term of employment at the casino unit, which meant that my happiness and SWB at the casino did not influence me alone, but spilled over into my family life and marriage, impacting on my spouse's happiness too.

This experience showed me how unprepared I was for the casino industry, even with my M.A. Tourism Management degree, and with the additional challenges facing casino employees in comparison with other hospitality employees. This prompted me to focus my study on casino employees and their happiness in the workplace. Minimal research could be found on South African casinos, proving how uninformed researchers and casino management are on the unique working conditions of casino employees. The casino sector of the tourism industry has proven to be a good revenue-generating industry and, looking at the figures that these companies are investing in their properties, the author cannot be incorrect in stating that this sector is doing well and is working at attracting more customers. As has been highlighted numerous times in this thesis, quality service is rendered by the casino employees, and this is what will give casinos the competitive advantage. If the casino employees are happy, the casinos will see the results in their customers' satisfaction and the consequently increased revenue. My goal here is to statistically confirm whether casino employees are indeed happy and experience SWB in their workplace, as well as to see what factors contribute to or detract from this happiness and overall SWB.

The aim of this chapter is to provide a universal picture of all the findings made during this study, drawing up a combined SEM of all three articles, drawing conclusions and making recommendations for the casino industry and hospitality and tourism management.

## **6.3 CONCLUSIONS**

The following section will cover the conclusions based on the literature review and the empirical results found and reported on in Chapters 1 – 5.

### **6.3.1 Conclusions from literature reviews**

The author will now focus on data, statistics, facts and definitions gained from the literature review carried out in Chapters 1 – 5 of this study. These literature reviews have given the author background information for the focus areas, which will contribute to the goals.

#### **6.3.1.1 Conclusions on casinos in South Africa**

- South Africa currently has 38 licensed casinos across South Africa, creating over 100 000 direct and indirect jobs (c.f.1.8.1 & c.f.2.1).
- Casinos are seen as a form of leisure for guests and form part of the hospitality industry (c.f.1.1 & c.f.1.2).
- Casinos form part of the service industry owing to the high volumes of person-to-person interaction between employees and customers (c.f.1.2 & c.f.1.8.2 & c.f.4.2.1).
- When customers are satisfied with the service they have experienced, they are more likely to return to the casino that has thrilled them (c.f.1.1 & c.f.1.2 & c.f.2.2.8). The delivery of this service lies in the hands of the casino employees alone (c.f.3.3.1).
- With the latest results available from CASA from the year 2012, casinos are still seen as a growing industry, with a visible growth in revenue (c.f.2.1 & c.f.3.1).
- Casinos are seen as an industry that leads to tourism development, economic revitalization and positive economic spin-offs that stimulate the economy and supply job opportunities (c.f.1.2 & c.f.2.2.1).

- The South African Casino companies include Sun International, Tsogo Sun Gaming, Peermont Global and London Clubs International (c.f.1.2).
- The quality service that gamblers look out for when deciding to return to the casino includes: promptitude, efficiency, helpfulness, friendliness of the employees, the availability of supervisors to handle complaints and the skill with which employees deal with customers (c.f.2.2.7).
- Gaming was mentioned as one of the big seven leisure pursuits in life (c.f.4.2.3).
- Gaming as a form of entertainment, has been found to have greater consumer expenditure than movie tickets, video games, theme parks, compact music discs and spectator sports combined (c.f.5.1).

#### **6.3.1.2 Conclusions on casino employees**

- It is important to remember that employees are the most important resource in any organization, despite the new era of mechanization (c.f.3.1) and these employees should be seen as an asset to the company, just as a vehicle or building is an asset (c.f.3.3.1).
- Casino employees are known to work in a 24/7 industry, seven days a week, 365 days a year (c.f.1.3 & c.f.1.8.2 & c.f.2.1 & c.f.2.2.1 & c.f.3.3.1), with staffing levels based on customer peak service times. These times are when the occupancies are the highest on the floor, typically in the evenings and especially over the weekends (c.f.3.3.1), proving the irregular and anti-social working hours. It was noted that these hours mean that casino employees have to sacrifice a great deal of their normal leisure time (like weekends and evenings) to work or fulfilling their families' needs (c.f.4.2.1).
- Casino employees will be able to deliver quality service and survive in the industry only when they are happy at work (c.f.1.1 & c.f.1.2 & c.f.1.8.2 & c.f.2.1).
- A new trend in casinos is that employees are selected according to characteristics such as their outlook on life, their personality and their attitude (c.f.1.1 & c.f.2.2.4).
- Casino employees have to endure stressors in the work place in the form of emotional labour due to intoxicated guests, having to deal with ethical dilemmas due to problem gamblers, having to work heavy and unpredictable

workloads, doing shift work, having insufficient leisure time, high responsibility, job insecurity, boredom during the quiet times and the expectation that they will always be upbeat and entertaining with the customers (c.f.1.2 & c.f.1.3 & c.f.1.8.2 & c.f.2.2.2 & c.f.4.2.1 & c.f.5.3.1).

- With all these stressors at work, casino employees expect good compensation, job security, career advancement opportunities and company benefits (c.f.3.3.3).
- Casino employees described their work as “walking on eggshells”, as they are constantly being watched by surveillance and are always in fear of being reprimanded (c.f.2.2.2).
- Casino employees are comprised of cashiers making all the cash transactions on the casino floor, tables employees dealing cards, entertaining customers, following table games rules and collecting and giving back money/chips. Finally there are slot attendants, who are required to watch slot machines, do pay-outs and try to attract and assist customers (c.f.2.2.2).
- Characteristics required to perform successful work as a casino employee include good social skills, good team-work abilities, self-control and the ability to display empathy to customers (c.f.2.2.2).
- Casino work is also seen to be physically very demanding (c.f.3.3.1). One has to stand for long periods and sometimes work in a smoke-filled environment (c.f.4.2.1).
- Casino employees do have some positive perspectives on their work in that this is a way of opening doors to flourish in different aspects of their lives, such as being able to save, to work towards reducing their debt, to continue with their education, look after their family and also give back to the community (c.f.3.3.1 & c.f.5.1).
- In the tables department, the payroll of casino table employees is seen as the biggest table expense, and is the reason why a good return-on-investment is needed from these employees in the form of revenue (c.f.4.2.1). Gaming is becoming more and more commercialized, so mechanized gaming is becoming very popular, putting casino employees' jobs at risk (c.f.5.3.1).
- It was found that casinos tend to impact on casino employees in such a way that they adopt unhealthy lifestyles and start gambling, taking part in excessive electronic game playing, using drugs, drinking, smoking and becoming depressed (c.f.5.3.1).



- In general it was found that casino employees experience happiness similar to that of other employees (c.f.5.3.1).

#### **6.3.1.3 Conclusions on demographic variables**

- Demographic variables include variables such as age, gender, marital status, position in the company, education and length of service (c.f.3.3.2).
- Demographic variables are known to influence the working relationship whether it is their commitment, turnover intent, personal beliefs in the workplace and productivity (c.f.3.3.2).

#### **6.3.1.4 Conclusions on personality**

- Personality indicates how individuals differ in terms of their personal characteristics (c.f.1.8.3 & c.f.4.1), as well as the way in which someone responds to life situations (c.f.4.2.2).
- Employees' personalities dictate their needs and desires (c.f.1.1).
- A well-known model for personality is the big five personality factor, describing five personality types that can fit anyone (c.f.1.2 & c.f.1.8.3 & c.f.2.2.4 & c.f.4.1). During this study, the author took this one step further by focusing on the top 10 personalities, which is the big five personalities, but includes both their negative and positive personality types, for instance, Extrovert and Introvert (c.f.1.8.3 & c.f.2.2.4 & c.f.4.1 & c.f.4.2.2).
- The ten personalities on which this thesis will focus are positive personalities: (extrovert, agreeableness, conscientiousness, emotional stability, openness to experience) and the negative personalities (derivative, introvert, disagreeableness, neuroticism, un-conscientiousness) (c.f.2.2.4 & c.f.4.2.2).
- Personality was indicated as the most important discipline in the study of human nature and individual differences and/or similarities at the workplace (c.f.2.2.4).
- Personality was also found to have an impact on the happiness experienced (c.f.2.2.4 & c.f.4.2.2), as well as the leisure life and QWL domains of an employee (c.f.4.1).
- A relationship exists between the workplace and personality, with a bi-directional relationship of both factors influencing each other. The personality

influences an individual's behaviour in the work context and, conversely, work influences how the individual expresses their personality (c.f.4.2.2).

- Personality is now seen as a valid way of assessing and predicting the behaviour of an applicant who is being recruited for a new job (.c.f.4.2.2).

#### **6.3.1.5 Conclusions on company benefits**

- Company benefits can consist of both monetary and non-monetary rewards (c.f.1.8.6) in addition to one's salary or wage (c.f.5.3.2).
- Examples of company benefits include staff meals, subsidized accommodation, a pension fund, paid leave, financial and legal advice, relocation allowances, sports and social facilities, medical aid, incentives, staff discounts, staff parties, a bonus scheme and free transport to and from work (c.f.1.8.6 & c.f.2.2.3 & c.f.5.3.2).
- Offering employees company benefits will ensure that quality employees are retained and recruited (c.f.1.8.6 & c.f.5.3.2).
- Casino employees indicated that they expect a good salary and company benefits as compensation for the stressful work they have to do and for working in a smoke-filled environment (c.f.2.2.2).
- Company benefits proved to increase employees' SWB and the happiness they experience (c.f.2.2.3 & c.f.5.1).
- It was found that company benefits create a motivating environment which leads to positive results in the workplace, such as increased production and better productivity (c.f.2.2.3 & c.f.5.1).

#### **6.3.1.6 Conclusions on QWL domains**

- QWL is defined as the interface between an employee and the working environment (c.f.2.2.5 & c.f.3.3.3) and is the observation of the employees' physical, technological, social and psychological qualities (c.f.3.3.3).
- Supplying hospitality employees with a good QWL will ensure that they are happy, resulting in good service. It also ensures that establishments remain competitive (c.f.1.1 & c.f.2.2.5).

- QWL looks at ways of improving the overall welfare of the employees in relation to various aspects of the workplace (c.f.1.2).
- QWL domains consist of economic and family, social, esteem, actualization, knowledge, creativity and aesthetic issues, as well as leisure issues and feelings about the company (c.f.1.1 & c.f.1.2 & c.f.1.8.4 & c.f.2.2.5).
- When a company ensures that employees experience a good QWL, the company can be viewed as an “employer of choice” (c.f.2.2.5) which will ensure that the company attracts and retains qualified, committed and motivated employees (c.f.3.1).
- When an employee’s QWL domains are looked after and fulfilled, the end result will be increased job satisfaction, task performance, reduced absenteeism, a lower turnover rate, less tardiness and an overall improvement in organizational effectiveness and commitment (c.f.3.3.3 & c.f.3.1).

#### **6.3.1.7 Conclusions on leisure life**

- Leisure ranges across different activities from being active, such as in holiday trips, eating out, visiting friends and family, playing board games, volunteering and attending church, to more passive activities like reading, watching television or working on the computer (c.f.1.8.5).
- It has been noted that casino employees face the challenge of limited time to take part in leisure activities (c.f.1.2). With casino employees’ working hours increasing and continuing to be so unstable and anti-social, employees now have only 20 hours a week during which they can take part in leisure activities (c.f.4.2.3).
- Being able to take part in leisure activities off-the-job has been proved to increase employees’ happiness (c.f.1.2).
- When employees do not have the opportunity or time to take part in leisure activities, management sees negative results like absenteeism, high labour turnover, low organizational commitment, weak performance, job dissatisfaction, poor mental and physical health, substance and alcohol abuse, and marital and relationship problems (c.f.1.2).
- When employees take part in a meaningful leisure life, the advantages include being able to cope with stress, relaxation, enjoying life, promotion of health,

development of friendships and confirmation of self-determination (c.f.1.1 & c.f.1.8.5 & c.f.4.2.3).

- A relationship also exists between leisure and personality types and the happiness they experience (c.f.1.8.5 & c.f.1.2 & c.f.1.8.7 & c.f.4.2.3).
- Leisure is seen as being more satisfying than work, but it is also a major source of pleasure and achievement (c.f.4.2.3).
- Leisure participation has two motivators, first so that the person can relax and escape from the daily pressure of life and, second, the advantage of the social nature of relaxation (c.f.4.2.3).
- Experiencing high levels of daily stress at the workplace can prompt an individual to allocate more time to leisure, which will have a positive effect and thereby remedy the damage caused by the high daily stress levels (c.f.4.2.3).
- An individual's demographic variables, such as age, gender, personality and job status, do not affect a committed leisure life. However, it does affect the type of leisure activities in which someone takes part (c.f.4.2.3).

#### **6.3.1.8 Conclusions on happiness and SWB**

- It is generally accepted that the terms SWB and happiness are used interchangeably (c.f.1.1 & c.f.1.8.7 & c.f.2.2.6 & c.f.4.2.4).
- SWB is described as a global sense of satisfaction with one's life, work, marriage and other life domains (c.f.1.1 & c.f.1.8.7 & c.f.2.2.6 & c.f.4.2.4).
- Individual factors like personality can have an effect on the happiness experienced (c.f.1.1 & c.f.1.2 & c.f.1.8.7).
- Happiness is known to be a main goal for any individual (c.f.1.2 & c.f.1.8.7) and is probably even more desirable than the valued commodity of money (c.f.5.3.4).
- Happy people are known to be more effective, have better interpersonal relationships, demonstrate more energy and persistence, deliver better service, have successful careers and are more productive in the workplace (c.f.1.2 & c.f.2.2.7 & c.f.4.2.4). Additionally, positive consequences include job security, loyal and motivated employees, good employer and employee relationships and an average tenure (c.f.2.2.4 & c.f.2.2.8). On the other hand, happy people also mean less absenteeism and lower staff turnover (c.f.1.2 & c.f.2.1).

- Unhappiness typically causes depression, anxiety, stress and emotional disorders (c.f.1.1.3).
- Happiness is proven to have both hedonic (having a good life) and eudaimonic (optimal experiences or happiness) dimensions (c.f.2.2.6 & c.f.5.3.4).
- It was found that happy people behave differently from others, which leads to certain activities and actions from other people, and in turn encourages even more happiness (c.f.2.2.7).
- Work was found to be an important source of happiness and SWB. Merely being employed already ensures that such people are happier than others (c.f.2.2.7).
- Differences in happiness in the workplace can be attributed to two factors, first, personal factors such as values and personality and, second, organizational characteristics, the culture of the workplace and the working environmental factors (c.f.2.2.7).
- The top ten items listed that ensure happy employees in the workplace are: creating a healthy, respectful, supportive organizational culture, making sure that work is enjoyable, interesting and challenging, having a good boss or line manager who treats you with trust and fairness, enjoying a good work/life balance, doing varied, rather than repetitive work, experiencing the feeling that what you are doing makes a difference, being part of a successful team, being recognized for all one's own achievements and receiving a competitive salary (c.f.2.2.7).
- The bottom-up spillover theory states that, when certain QWL domains are satisfied and full, this will spill over into overall happiness and the SWB (c.f.2.2.7).
- An important finding was made about happiness, which was that wealth or money do not fully predict happiness and therefore money is not the only motivator for happiness (c.f.2.2.6 & c.f.2.2.7).

### **6.3.2 Conclusions on the empirical results**

Following on from the conclusions drawn from the empirical results of this study, these will be discussed. This section will be divided according to article 1 (Chapter 3) (c.f.3.1), article 2 (Chapter 4) (c.f.4.1) and article 3 (Chapter 5) (c.f.5.1).

### **6.3.2.1 Article 1 (Chapter 3)**

The goal of Article 1 was to determine the influence of the demographic variables of casino employees on their QWL domains (c.f.1.4.2). This was accomplished by doing cross-tabulations, Spearman rank correlation, regression analysis and a model fit analysis of the SEM. It must be pointed out that the SEM (c.f.6.3.2.1.5) depicted in Article 1 (c.f.3.2.1) was proven to be of good fit and is therefore applicable to both this study and this specific article. Hypothesis were also formulated for this article and proved to either support it or not.

#### **6.3.2.1.1 Conclusions on casino employees' demographic variables**

- Demographic results attested to the fact that the majority of the casino employee respondents were female, which concurs with other authors' studies on casino employees outside South Africa (c.f.3.6.1).
- The majority of the employees were between the ages of 18 – 34 years, indicating a very young employee market, contrary to other findings from other areas (c.f.3.6.1).
- Most of the employees indicated that they were single, which did not agree with international results (c.f.3.6.1). This could also be owing to the youthfulness of the South African casino employees. These employees also indicated that they had matric as their highest educational qualification (c.f.3.6.1).
- The employee with the longest year of service had completed 33 years of service (c.f.3.6.1).
- The majority of the casino employees indicated that they did not smoke, just over half of them saying that they did not drink either, while most of them never gamble (c.f.3.6.1).

Cross tabulations were done to indicate the difference in responses between male and female respondents and statistically significant findings will be emphasized.

- The females indicated that fewer of them smoke in comparison with their male counterparts (c.f.3.6).
- Most of the females who completed the questionnaire said that they did not drink at all, compared with 8.6% of the male casino employees, who indicated

that they drank more than 14 units a week, which is a worrying figure (c.f.3.6). Alcohol abuse can lead to negative results like poor health and decreased productivity in the workplace.

- The results indicate that more male than female casino employees gamble (c.f.3.6).

#### **6.3.2.1.2 Conclusions on QWL domains**

- It must be pointed out that all QWL domain factor loadings proved to be valid factors that could be used for this study. The model fit for the SEM between casino employees' demographics and QWL domains was also deemed to be of good fit and could therefore be used for the study (c.f.3.6).

#### **6.3.2.1.3 Conclusions on company benefits**

- The majority of the casino employees responded that live-in facilities, medical aid benefits, pension fund benefits and a bonus motivated them. The employees were divided on benefits like staff meals and study loans (c.f.3.6).

#### **6.3.2.1.4 Conclusions on correlations between casino employees' demographic variables and QWL domains**

- Smoking and drinking were found to have a high positive correlation (c.f.3.6). A positive correlation was also found between leisure life and the economic and family domain, the social domain, the esteem domain and the actualization domain (c.f.3.6). A negative correlation was found between leisure and feelings about the company (c.f.3.6). A positive correlation was found between the health and safety domain and the economic and family domain, the social domain, the esteem domain, the actualization domain and the knowledge domain (c.f.3.6). A negative correlation was found between the health and safety domain and feelings about the company (c.f.3.6). A positive correlation was found between health and safety and the economic and family domain, the social, esteem, actualization and knowledge domains (c.f.3.6). A negative correlation was found between the health and safety domain and feelings about the company (c.f.3.6). A strong positive correlation was found between the economic and family domain and social, esteem, actualization and the knowledge QWL domains (c.f.3.6). A negative correlation was found between the economic and family domain and feelings about the company

(c.f.3.6). A positive correlation was found between the social domain and the esteem, actualization and knowledge domains (c.f.3.6). A negative correlation was found between the social domain and feelings about the company (c.f.3.6). Esteem had a positive correlation with the actualization and knowledge domains but a large negative correlation with feelings about the company (3.6). Finally, actualization had a positive correlation with the knowledge domain, while it had a negative correlation with feelings about the company (c.f.3.6).

#### **6.3.2.1.5 Conclusions on regression analysis of casino employees' demographic variables and QWL domains based on stipulated hypothesis**

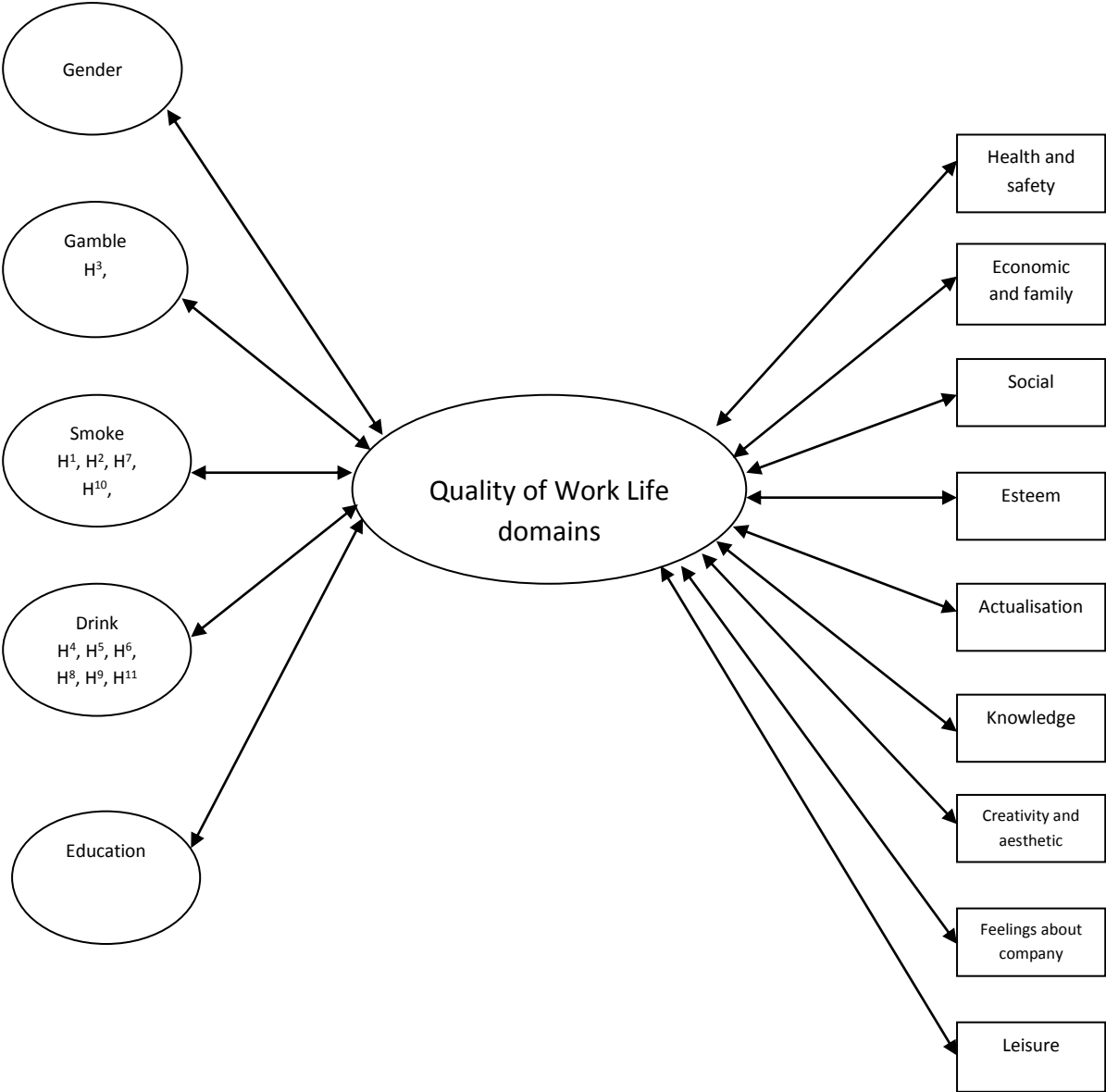
- Hypothesis <sup>1</sup> stated that there is no significant relationship between casino employees' smoking habits and leisure time. A statistically significant relationship was found between leisure time and casino employees' smoking habits, proving to the author that the more leisure time people have available for themselves, the less they tend to smoke. This finding therefore does not support H<sup>1</sup> (c.f.3.6).
- Hypothesis <sup>2</sup> specified that there is no relationship between casino employees' smoking habits and their leisure preference. The results proved that there is indeed a statistically significant relationship, therefore there is no support for H<sup>2</sup>. This substantiates the fact that casino employees who take part in active/passive leisure activities, tend not to smoke (c.f.3.6).
- Hypothesis<sup>3</sup> identified that there is no relationship between casino employees' gambling habits and the health and safety QWL domain. The health and safety domain had a statistically significant negative relationship with gaming, therefore does not support H<sup>3</sup> and confirms the suspicion that people who gamble do not have a healthy life and body (c.f.3.6).
- Hypothesis<sup>4</sup> quantified that there would be no relationship between casino employees' drinking habits and the economic and family QWL domain. A significant negative relationship was found between the economic and family domain and the drinking behaviour of casino employees, showing that the more somebody drinks, the greater the negative effect it has on finances and family life. This obviously does not support H<sup>4</sup>. Hypothesis<sup>5</sup> identified that no significant relationship would exist between casino employees' drinking habits and their esteem QWL domain. A negative, statistically significant relationship



was found between the esteem domain and the drinking behaviour of the casino employees confirming that, when people drink and behave in certain ways, this has a negative impact on their self-esteem and how they view themselves. This also does not support H<sup>5</sup>. Hypothesis<sup>6</sup> detailed that drinking habits have no significant relationship with the QWL domain of actualization. Drinking had a negative statistically significant relationship with actualization, suggesting that drinking prevents the individual from reaching their full potential (c.f.3.6). This did not support H<sup>6</sup>.

- Hypothesis<sup>7</sup> indicates that no significant relationship would be found between casino employees' smoking habits and the knowledge QWL domain. When looking at the knowledge domain, a statistically significant relationship was found between the knowledge domain and smoking, leading to the assumption that, with the increase of knowledge, the smoking habit should decrease (c.f.3.6). These results therefore do not support H<sup>7</sup>.
- Hypothesis<sup>8</sup> states that there is no significant relationship between casino employees' drinking habits and their knowledge domain. A statistically significant relationship was indeed found between the knowledge domain and drinking, which does not support H<sup>8</sup> (c.f.3.6).
- Hypothesis<sup>9</sup> stipulates that no significant relationship exists between casino employees' drinking habits and their creativity. A negative regression was also found between drinking and creativity and feelings about the company, demonstrating that alcohol abuse will actually decrease creativity levels and lead to negative feelings about the company (c.f.3.6). This does not support H<sup>9</sup> (c.f.3.6).
- No significant relationship was quantified by Hypothesis<sup>10</sup> between casino employees' smoking habits and their feelings about the company. The results proved that there is a statistically significant relationship between smoking and feelings about the company domain, which does not support H<sup>10</sup> (c.f.3.6).
- Finally, Hypothesis<sup>11</sup> suggested that there would be no relationship between casino employees' drinking habits and their feelings about the company QWL domain. Results indicated a statistically significant relationship between feelings about the company and the casino employees' drinking behaviour therefore this is not in support of H<sup>11</sup> (c.f.3.6).

Figure 6.1 illustrates the first SEM developed during this study. It can clearly be seen how certain demographic variables, such as gender, whether the casino employees gamble and their smoking and drinking habits and the effect these have on their QWL domains and vice versa interact. At the end of this chapter all three SEMs as developed will be combined to create a SEM for the whole study (c.f.6.4.1).



**Figure 6.1 SEM as introduced in Chapter 3 – *The hypothesised conceptual framework of the relationship between casino employees’ demographic variables and the QWL domains (c.f.3.2).***

### **6.3.2.2 Article 2 (Chapter 4)**

The goal of Article 2 was to develop a SEM depicting the effect of personality and casino employees' leisure life showing how this affects their happiness in the workplace (c.f.1.4.2). The factors of happiness, leisure time, leisure preference, positive personalities and negative personalities were all found to be reliable factors of an omega  $>0.7$  or very close to it (c.f.4.4). The model fit of the proposed SEM was also found to be good and was therefore an accurate representation of the observed data (c.f.4.4). The demographic results of the study population were also discussed in brief again (c.f.3.6.1 & c.f.4.4.1).

#### **6.3.2.2.1 Conclusions on correlations regarding personality, leisure life and happiness**

- First of all it was found that there is a strong negative correlation between the positive and negative personality types, which confirms that they are the opposites of each other (c.f.4.4).
- Positive personalities had a good correlation with leisure preference proving that positive personalities do enjoy taking part in leisure (c.f.4.4). There was also a good correlation with happiness, proving that positive people who take part in leisure activities experience happiness (c.f.4.4).

#### **6.3.2.2.2 Conclusions on regressions regarding personality, leisure life and happiness**

- All the regressions for this study were found to be statistically significant except for the regression between negative personality types and happiness. This indicated that just because a person is characterized by a negative personality type, it does not mean that they will not experience happiness (c.f.4.4).
- A definite relationship was found between positive personality types and happiness, demonstrating that positive personality types (extraverted, openness to experience, conscientiousness, agreeableness and emotional stability) do experience happiness (c.f.4.4).
- Positive personalities had a positive relationship with leisure time, signifying that casino employees value their leisure time and actually use it (c.f.4.4).

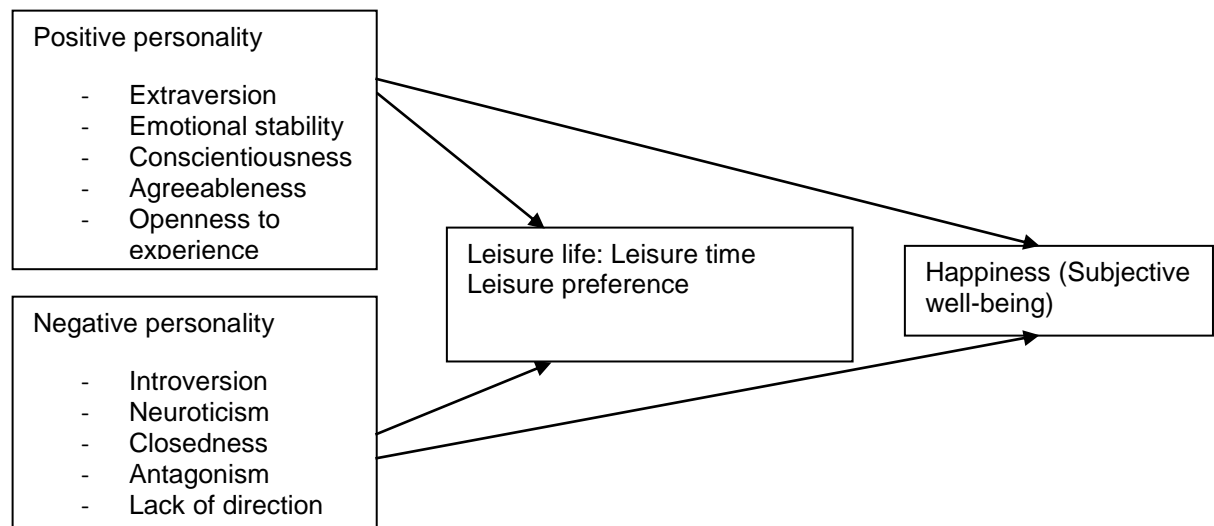
Additionally a relationship was found with participation in leisure and the fact that these positive personalities enjoy taking part in leisure compared with a much weaker relationship between negative personality types and leisure participation (c.f.4.4).

- Negative personality types still had a strong relationship with leisure time, indicative of their also valuing their leisure time (c.f.4.4).
- Finally, and probably most importantly, a relationship was found between happiness and leisure preference and leisure time, confirming that an overall good leisure life, in which one has time to take part in leisure and actually to participate, will lead to increased happiness (c.f.4.4).

#### **6.3.2.2.3 Conclusions on the mediation analyses between personality, leisure life and happiness**

- Leisure time and leisure preference were found to be mediators between positive personality types and happiness, with leisure preference proving to be the strongest mediator (c.f.4.4).
- Leisure time and leisure preference resulted in being mediators between negative personality types and happiness, with leisure preference, yet again the strongest mediator (c.f.4.4).

The SEM that was compiled can be seen in Figure 6.2, depicting how positive and negative personalities have an impact on leisure life and the overall happiness and SWB experienced at the workplace.



**Figure 6.2 SEM as introduced in Chapter 4 – *The structural relationship between the key concepts, i.e. personality types, leisure life and happiness, without the measuring model (c.f.4.1)***

### 6.3.2.3 Article 3 (Chapter 5)

The goal of Article 3 was to develop a SEM depicting the effect of the company benefits casino employees experience as well as their feelings about the casino and happiness experienced in the workplace (c.f.1.4.2). First, the constructs of happiness and feelings about the company were found to be reliable (c.f.5.5). The SEM displayed in Figure 5.1 (c.f.5.2) is also deemed to be a good fit (c.5.5). The demographic profile of the casino employees was briefly summarized, giving a concise description of casino employees (c.f.3.6.1 & c.f.4.4.1).

#### 6.3.2.3.1 Conclusions on correlations regarding company benefits, feelings about the company and happiness

- A positive correlation was found between feelings about the company and happiness, signifying that, when employees experience positive feelings, they will also ultimately be happy (c.f.5.5).
- A positive correlation was also found between feelings about the company and company benefits like staff meals, medical aid, a pension fund and a bonus, demonstrating that, when casino employees have the benefit of company benefits, their feelings about the casino will improve (c.f.5.5).

- Live-in facilities proved to have a positive correlation with staff meals, medical aid and a study loan, indicating that when a company supplies live-in facilities for an employee, that person can focus on spending their money on other vitally important things in life, such as medical aid (c.f.5.5).

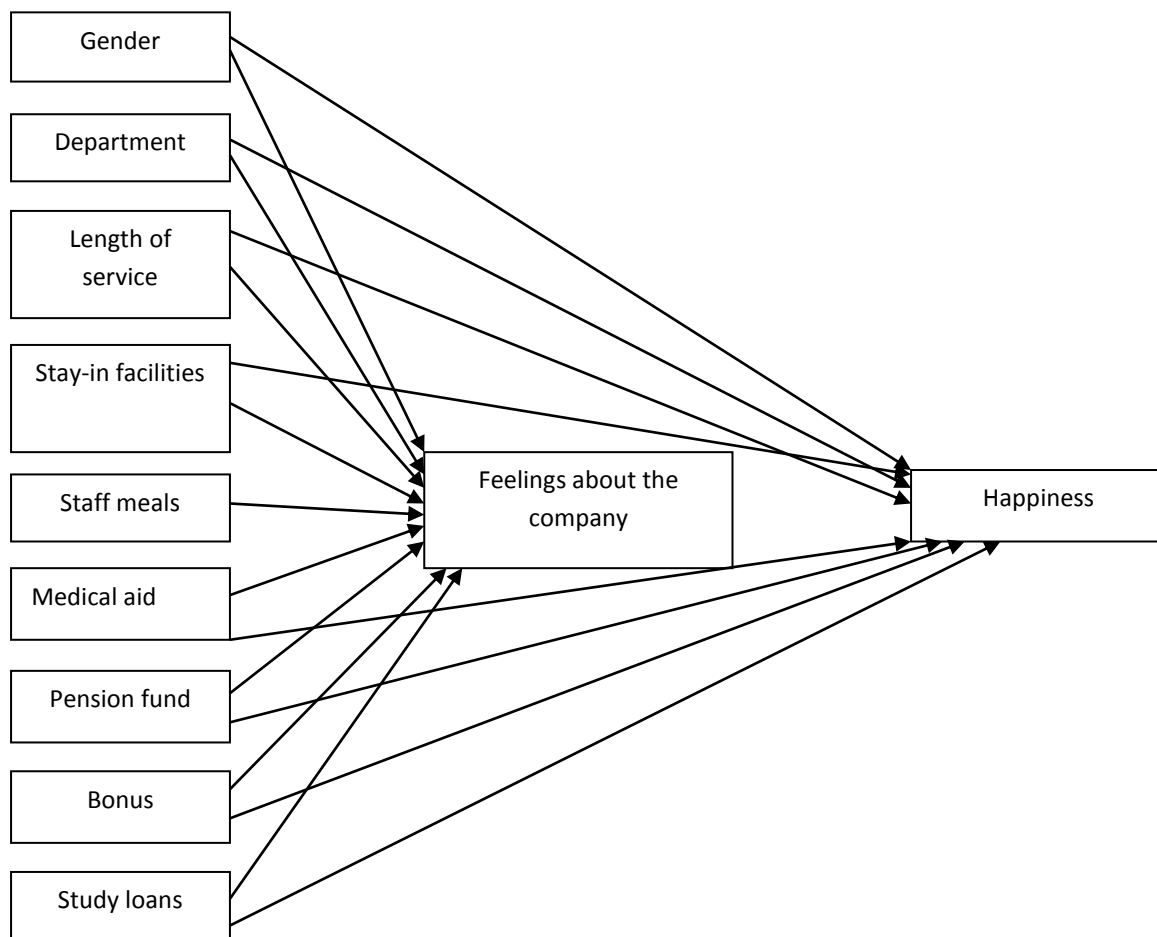
#### **6.3.2.3.2 Conclusions on regressions regarding company benefits, feelings about the company and happiness**

- A positive relationship was found between happiness and feelings about the company, confirming that happy people have positive feelings about the company but also that, when someone has positive feelings about the company, they are generally a happier person (c.f.5.5).
- A positive relationship was found between happiness and staff meals and a pension fund, proving that these two company benefits actually make an impact on the happiness experienced at work (c.f.5.5).
- A positive relationship was also found between feelings about the company and live-in facilities, staff meals and a bonus, confirming that when employees experience these company benefits, their feelings about the company improve (c.f.5.5).

#### **6.3.2.3.3 Conclusions on the mediation effect regarding company benefits, feelings about the company and happiness**

- Live-in facilities, bonuses and staff meals were found to be mediators for happiness, proving that live-in facilities, bonuses and staff meals ensure that casino employees experience happiness (5.5).

Figure 6.3 depicts the SEM developed in Chapter 5. This demonstrates the effect that certain company benefits have on feelings about the company experienced by casino employees and eventually the happiness experienced at the workplace.



**Figure 6.3 SEM developed in Chapter 5 - *Structural relationship without the measurement model between employee benefits, feelings about the company and happiness (c.f.5.2).***

## 6.4 CONTRIBUTION

Significant contributions have been made to the literature, combined with practical contributions which can be used by the human resources and general management of casino operations throughout South Africa. This can be done by improving their experience of happiness in the work place and advising on future research that could be completed on casino employees. This section will now consider the substantial contributions which have been made to the literature (c.f.6.4.1) as well as the practical contributions (c.f.6.4.2).

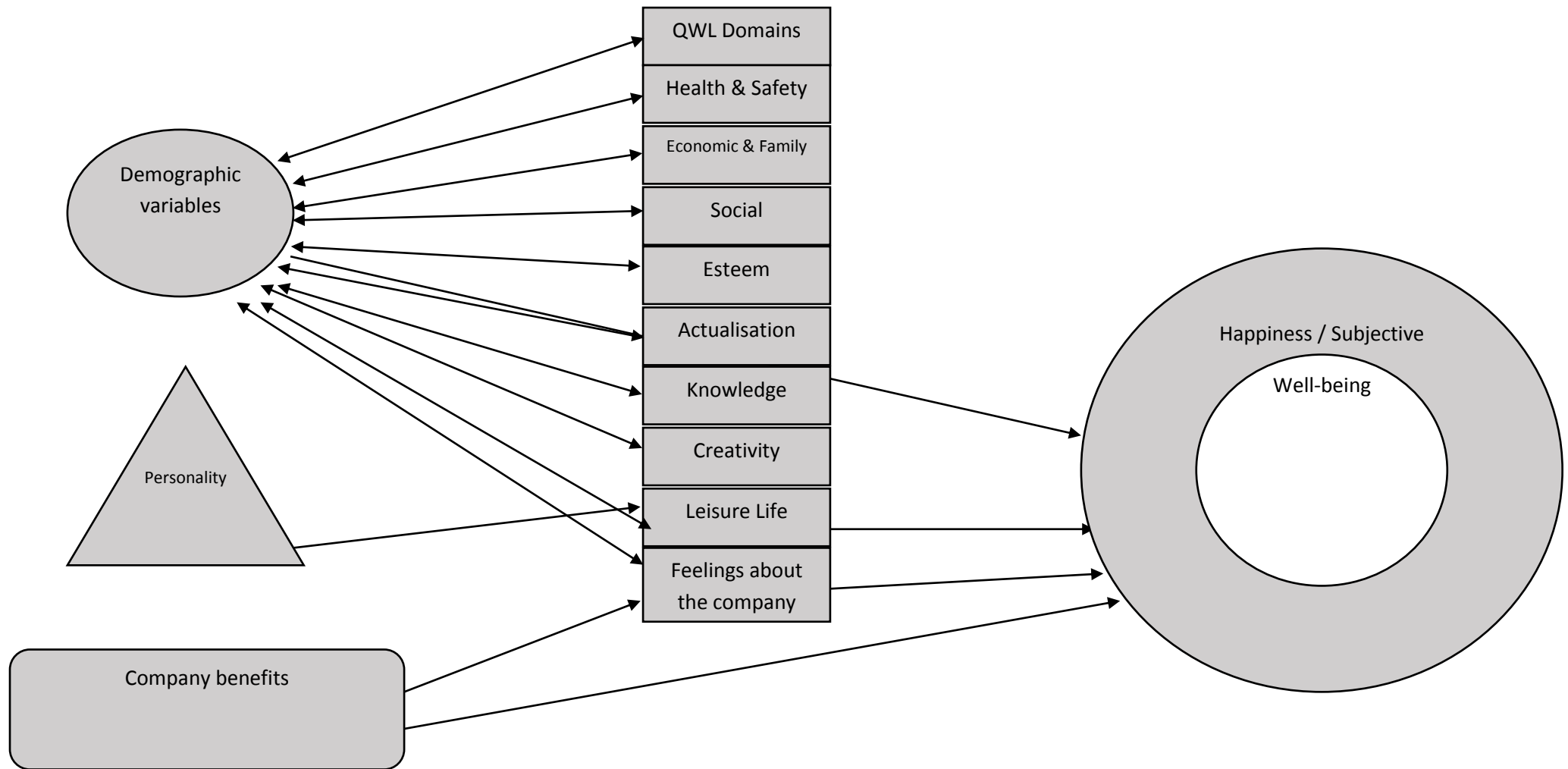
#### **6.4.1 Literature contribution**

Based on all of the literature and data results from the study, a complete SEM combining SEMs from Chapters 3 – 5 can be presented as a good fit. This SEM could be used as future guidance for research and on how management could improve the happiness of casino employees.

- The main contribution of this study is the combined SEM derived from the SEMs designed in Chapters 3 – 5. This model (Naudé-Potgieter model of casino employees' happiness) displayed in Figure 6.4 (c.f.6.4.1) could be used and tested in future research studies and can only add to the understanding of casino employees' happiness and SWB, and how these could be improved. This model indicates how various demographic variables influence the QWL domains, how a casino employees' personality and leisure life have an effect on happiness and how company benefits and feelings about the company contribute to happiness in the workplace.
- Additional contributions have been made to the theory of QWL in reconfirming the various domains and their inclusion in the title of QWL domains (c.f.3.6).
- The Big Five personality factor is a very well-known theory based on people's personalities and is used worldwide. The author focused on the lesser-known 10-item personality measure which is an extension of the Big Five personality factor and is proven to be an acceptable and reliable presentation of the 5 positive and 5 negative personality types (c.f.4.4).
- Leisure life was formed as a factor consisting of leisure time and leisure preference and is proven to be reliable (c.f.4.4).

As shown in Figure 6.4, this is a combination of the three SEMs developed in Chapters 3 – 5 (c.f.3.2 & c.f.4.1 & c.f.5.2). This clearly indicates how the casino employees' demographic variables have an effect on their QWL domains and vice versa. Further, the effect of a casino employee's personality type and the type of company benefits that they experience influence their leisure life and feelings about the company and eventually there is the total effect on the happiness (SWB) that casino employees experience in the workplace.





**Figure 6.4 Naudé-Potgieter model of casino employees' happiness**

#### **6.4.2 Practical contribution**

Numerous practical contributions have been made from the results found in Chapters 3 – 5, which could be applied by the human resources management and general management of the casino.

- Because the casino employees are mostly female (c.f.3.6), the challenge remains for management to ensure that gender equity is always retained within the casino labour force (c.f.3.7).
- Owing to the young age range of the casino employees (c.f.3.6), a great deal of effort will be needed from management's side to develop and teach the necessary skills to this young work force (c.f.3.7). This will mean high training costs but such an investment in the young work force will ensure that succession planning is done by the time the older employees leave.
- With the majority of the employees indicating that they do not see themselves in the same establishment within the next five years, very low levels of loyalty can be noticed from the employees (c.f.3.6). As has been pointed out, when management looks at the QWL domains (c.f.3.3.3) and company benefits of employees (c.f.5.3.2), lower levels of turnover will be experienced and can be seen as an intervention to try and strengthen employees' loyalty.
- Female casino employees proved to have educational levels higher than those of their male counterparts (c.f.3.6), which might mean that females actually stand a better chance of promotion (c.f.3.7).
- More males than females indicated that they do indeed smoke (c.f.3.6), which has negative physical effects on an individual's body and leads to decreased health levels among casino employees (c.f.3.7). The suggestion was made that male employees' knowledge on the effects of smoking must be shared through information sessions and encouraging employees to quit smoking (c.f.3.7). Yet again, more males than females indicated that they drink more than 14 units a week (c.f.3.6), which should be addressed in health awareness sessions and allowing for a supportive environment in which they could stop drinking (c.f.3.7). This should be done, even though casino employees are permanently exposed to smoking, drinking and gaming. Finally, gambling was found to take place more among male employees than

females (c.f.3.6), necessitating the need for Responsible Gaming Programme training among casino employees, teaching them about the negative results when someone does have a gambling problem.

- Correlations indicated a correlation between smoking and drinking, which are both undesirable habits which should be addressed in health awareness sessions offered by the casino management (c.f.3.7).
- As casino employees' leisure time increased, their time spent with their families also increased, leading to an improved economic and family domain. Casinos could assist with this by arranging family days for casino employees, which will make a positive impact on their leisure life and family time (c.f.3.7).
- As the casino employees' health and safety domain increased, their economic and family domain also improved, indicating that, as an employee's health improved, his/her economic situation improved, and the more time they spend with their family (c.f.3.7). This situation can also work vice versa, whereby employees who have a good family life will actually be healthier employees.
- As a casino employee's economic and family domain improves, they earn more money, have a good family life and are able to spend some time with them, and consequently the more actualized an employee will feel (c.f.3.7). This can be explained using Maslow's hierarchy of needs, which demonstrates that once the basic needs of food and shelter are covered with sufficient finance, and the family is taken care of, an employee will start looking at actualizing himself/herself (c.f.3.7).
- A negative correlation was found between the economic and family domain as well as actualization and feelings about the company, which indicates that with increased money available, spending time with the family and being actualized actually gave the employees less positive feelings about the company (c.f.3.7).
- When a casino employee's social and esteem needs are also met in the workplace, they feel that their actualization needs are being met (c.f.3.7). The more an employee is able to socialize in the work place and improve their self-esteem, the more actualized they feel at work.
- Regression analysis indicated the following negative relationships: the first is between smoking and casino employees' leisure time and leisure preference,

which indicates that the more people take part in leisure activities, the less they tend to smoke. The second relationship was proven between the health and safety domain and gambling, which confirmed that gamblers have mental health problems and suffer from depression (c.f.3.7). Thirdly a relationship was identified between the economic and family domains and drinking, showing that alcohol abuse has a negative effect on the family, the time spent with them and the employee's finances (c.f.3.7). Drinking also had a negative relationship with self-esteem, creativity and actualization, negatively attesting to the fact that people who drink actually have low self-esteem and feel they haven't reached what they originally set out to reach in their lives (c.f.3.7). A negative relationship was found between smoking and drinking and the knowledge domain, confirming the suspicion that the more knowledge one has, the less one will actually smoke and drink, as one will know about the negative health side-effects. An employee's feelings about the company were also affected negatively by smoking and drinking (c.f.3.7).

- A positive correlation was found between positive personality types and leisure participation, which could suggest to management that they should make leisure activities available to employees and ensure that they are able to take advantage of these and have the time to take part in them. Examples of this could be aerobics classes before work, giving employees the opportunity of taking part in Nelson Mandela Day, for example, and arranging for sports days between various units (c.f.4.5). Positive personality types also had a positive correlation with happiness, confirming that these personality types are happy people and management can therefore leverage on this, typically employees with positive personality types and so be ensured that they will be happy people (c.f.4.5). Finally with the correlations, a positive correlation was found between leisure preference and happiness substantiating that taking part in leisure will actually result in happy people (c.f.4.5).
- Casino employees with a positive personality type were found to have a positive relationship with leisure time and leisure participation, confirming that, if positive personalities have time to take part in leisure activities, this is really important for them. Negative personality types had a positive relationship with

leisure time, showing that it is important for them to have some time in which to relax, but not necessarily to take part in leisure activities. Additionally, a positive relationship was found between happiness, leisure participation and time, proving that a good leisure life will result in happiness (c.f.4.5).

- Leisure preference was found to be the strongest mediator between positive and negative personalities and happiness and for this reason various leisure activities and opportunities should be made available to the casino employees (c.f.4.5).
- A positive relationship was found between casino employees' feelings about the company and their happiness, proving that the happier someone is, the better their feelings will be about the company, and vice versa (c.f.5.6).
- A positive relationship was found between feelings about the company and company benefits like staff meals, medical aid, a pension fund and a bonus scheme, proving the positive effect company benefits can have and how they will improve an individual's feelings about their company (c.f.5.6). Small things have been found to make a big difference. Company benefits mean that an employee can save money, as the company is contributing to an expense that the casino employee would normally have to cover, and the employee can now spend this money on other life necessities.
- It was also proven that there is a relationship between happiness and company benefits like staff meals and the pension fund, which then actually goes towards greater happiness in the workplace (c.f.5.6).
- During the mediation analysis, live-in facilities, staff meals and a bonus scheme were all found to be mediators of happiness and therefore initiatives that would ensure happy employees in the workplace (c.f.5.6).

## **6.5 RECOMMENDATIONS**

The results of this study highlight how important casino employees are to the success of a casino in South Africa, the variables that affect their happiness and SWB and how easy it is to improve that happiness with simple interventions, such as

improving their leisure life, their feelings about the company and giving them some additional company benefits. This section will provide some recommendations for management regarding the results of the study (c.f.6.6.1). Secondly, there will be recommendations for additional future research which would provide casinos with even more in-depth information (c.f.6.6.2).

#### **6.5.1 Recommendations based on this study**

- As mentioned previously, casino employees are the key component in giving a casino the competitive advantage over its competitors in the quality service they render to the gamblers. This will ensure that gamblers will decide to return to the casino with the best quality service and will therefore result in increased revenues and profit to the casino (c.f.1.1 & c.f.1.2 & c.f.1.8.1, c.f.2.2.7 & c.f.3.3.1).
- Ensuring that a casino retains and attracts quality casino employees, the casino should first of all ensure that all the QWL domains are satisfied (c.f.1.1 & c.f.1.2 & c.f.1.8.4 & c.f.2.2.7). This would result in various benefits to the casino, such as increased job satisfaction, reduced absenteeism, a lower turnover rate and an overall improvement in effectiveness and commitment in the casino (c.f.3.3.3).
- Additionally, so that quality casino employees are attracted to the casino, the casino must ensure that their employees are happy in their workplace (c.f.2.2.7 & c.f.1.1 & c.f.1.8.7 & c.f.2.2.5 & c.f.4.2.4). This can be achieved by employing specific personality types (c.f.2.2.4 & c.f.4.2.2), ensuring that they experience a good leisure life (c.f.1.2 & c.f.1.8.5 & c.f.1.8.7 & c.f.4.2.3) with enough time to take part in leisure activities, and offering the option of taking part. Casino employees' happiness can also be improved by offering them company benefits, thereby improving their feelings about the company, which ultimately improves their state of happiness (c.f.1.8.6 & c.f.5.3.2 & c.f.2.2.3 & c.f.5.1).

### **6.5.2 Recommendations for future research**

- The first recommendation will be to focus on all the casino employees in South Africa, as this study focused on a specific casino group's employees. This might be affected by a certain company culture and specific company benefits, for instance, being offered to these employees, which might not be offered by other casino groups.
- The options to study demographic variables are endless, with additional demographic variables including race, first language, and other casino departments like back-of-house departments, including Counts, Marketing, Surveillance, Maintenance, Operations, Finances and many other possibilities. It would involve the whole labour complement of a casino and not just the Front-of-House operations, and might totally change the results and give a broader view as to the state of casino labour.
- The topics of smoking, drinking and gambling by casino employees were touched on very lightly during this study. This would be opening another possibility, offering endless research options. The physical health risks of destructive behaviour could be researched. Ideally, this would be done in a qualitative study to gain in-depth information that could be useful.
- The ten-item personality model used here is quite a new concept which has not been used in many studies. The model gives a broader definition of the personality types that already exist and opens up infinite opportunities for study.
- The author had two factors which, combined, form leisure life, that is, leisure time and leisure preference. No research material could be found on these two factors, and statistically it made sense to divide them, as the factors loaded correctly and could thereby indicate a new area of study. This proves to us that a mere leisure life does not say much about someone's actions, but rather tells us how much time they spend on leisure and what type of leisure activities this person takes part in.
- Company benefits are another area on which minimal research could be found, especially in the South African context. Generally, a number of big companies do offer a lot of the company benefits mentioned in this study. It would make an interesting study along with the impact on employees. An

additional fact that should be remembered when it comes to company benefits is the new SARS regulations for additional taxation on company benefits offered to employees (c.f.5.7). This might actually start deterring companies from offering these benefits or employees from actually wanting to receive them.

- Happiness in general is such a wide topic. The author focused only on happiness in the workplace, but this could be extended to happiness in life generally, happiness in marriage, or in family life. Additionally, there is a World Happiness Report (c.f.5.3.4) in which South Africa is included, measuring overall happiness. These questions and focus areas could be studied in detail in the South African context to see how South Africans' general happiness levels could be improved
- The measurement model that has been used during this study now has to be standardized for the South African casino context. All the measurement variables were proven to supply reliable results and can therefore now be a standardized questionnaire to measure QWL domains and Happiness.
- The new model (Naudé-Potgieter model of casino employees' happiness) is a newly-developed model, proven to be of good fit. This can now be tested on all the casinos in South Africa and even in an international context. With this model it can be seen what initiatives and areas will lead to increased happiness among casino employees.

## **6.6 LIMITATIONS**

The following section will cover the limitations of this study. These limitations could be used by future authors and built upon to make their studies even more representative.

- First of all, this study focused exclusively on casino employees (tables, slots and cashiering employees) even though a casino employs so many other people. Tables, slots and cashiering employees are seen as the main employees working on the casino floor, but there are employees in other departments such as Marketing, Counts and Operations, which increases the casino population and gives a broader perspective on the casino labour force.



- The second limitation was that this study was completed with reference only to a selected casino group in South Africa, even though 12 different units were included. The suggestion for future research would be to focus on all the casino operators in South Africa (c.f.6.3.1.1) and gain results that would indicate the situation in all the casinos in South Africa.

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*Source: Google images, 2015.*

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# **Appendix A:**

# **Questionnaire**

### Quality of Work Life of Casino Employees

The purpose of this questionnaire is to investigate how casino employees feel and experience their jobs and workplace; specifically we would like to measure the level of Quality of Work Life in your company. All responses will be treated confidentially. Please complete all the sections of the questionnaire and return it to your department manager as soon as possible.

#### Instructions:

Listed below are a series of statements that you either agree or disagree with about your job and company. Please respond to each of these statements by *checking one (1) of the appropriate statements*.

### SECTION A – DEMOGRAPHICS

#### Q1 – Case number

Q2. What is your gender? ☐ M ☐ F

Q3. Year of birth:

#### Q4. Current relationship status:

Single 1	Living together 2	Married 3	Divorced 4	Widow/er 5
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#### Q5. What is your highest level of education?

No education 1				
High School 2	Matric 3	Certificate 4	Diploma 5	Degree 6

Q6. Other:

Q7. Currently employed at which Casino:

Q8. Currently employed in which department:

Added benefits, in addition to my salary, that keep me motivated to continue my employment at this Casino:

	Statement	Strongly disagree - Strongly agree				
		1	2	3	4	5
Q9	Stay-in facilities	1	2	3	4	5
Q10	Staff meals	1	2	3	4	5
Q11	Medical aid	1	2	3	4	5
Q12	Pension	1	2	3	4	5
Q13	Bonus	1	2	3	4	5
Q14	Study loans	1	2	3	4	5

#### Q15. Where do you see yourself in the next five (5) years?

Same establishment	New establishment
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Q16. Length of service:  Years:  Q17. Months:

Q18. Do you smoke (1 cigarette/more per week) ☐ Yes 1 ☐ No 2

#### Q19. How many units of alcohol do you take per week?

I don't drink 1	Less than 8 units 2	8-14 units 3	More than 14 units 4
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#### Q20. How many times do you go and gamble at other

Never 1	Once a week 2	Once a month 3	Once every 6 months 4
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### SECTION B – PERSONALITY

On a scale of 1 to 5, where 1 is 'strongly disagree' and 5 is 'strongly agree', indicate the extent to which you agree with each of the following statements regarding your personality.

	Statement	Strongly disagree - Strongly agree				
		1	2	3	4	5
Q21	Outgoing, sociable, energetic, positive emotions	1	2	3	4	5
Q22	Unfriendly, uncooperative, focus on self	1	2	3	4	5
Q23	Cooperation, social harmony, considerable, friendly	1	2	3	4	5
Q24	Anxiety, fear, anger, depression, self-conscious	1	2	3	4	5
Q25	Imaginative, creative, down-to-earth, intellectual	1	2	3	4	5
Q26	Anti-sociable, quiet and lack energy	1	2	3	4	5
Q27	Avoids trouble, persistent, dutiful, reliable, intelligent	1	2	3	4	5
Q28	Unreliable, lack of ambition, no prior consideration	1	2	3	4	5
Q29	Calm, freedom from negative feelings	1	2	3	4	5
Q30	Narrow interest, conservative	1	2	3	4	5

### SECTION C – HEALTH & SAFETY ISSUES

On a scale of 1 to 5, where 1 is 'strongly disagree' and 5 is 'strongly agree', indicate the extent to which you agree with each of the following statements.

	Statement	Strongly disagree - Strongly agree				
		1	2	3	4	5
Q31	My place of work is safe	1	2	3	4	5
Q32	The physical demands of my job are not hazardous to my health and safety	1	2	3	4	5
Q33	My job is not too stressful	1	2	3	4	5
Q34	I do my best to stay healthy	1	2	3	4	5

### SECTION D – ECONOMIC & FAMILY ISSUES

15. On a scale of 1 to 5, where 1 is 'strongly disagree' and 5 is 'strongly agree', indicate the extent to which you agree with each of the following statements.

	Statement	Strongly disagree - Strongly agree				
		1	2	3	4	5
Q35	I do not hear much griping from my co-workers about their salary	1	2	3	4	5
Q36	I feel that my supervisor cares about my economic well-being	1	2	3	4	5
Q37	I feel that my job in this company is secure for life	1	2	3	4	5
Q38	This company cares for its employees and their families	1	2	3	4	5
Q39	My job allows me to attend to the needs of my family	1	2	3	4	5

### SECTION E – SOCIAL ISSUES

16. On a scale of 1 to 5, where 1 is 'strongly disagree' and 5 is 'strongly agree', indicate the extent to which you agree with each of the following statements.

	Statement	Strongly disagree - Strongly agree				
		1	2	3	4	5
Q40	I have good friends at work	1	2	3	4	5
Q41	My place of work is friendly	1	2	3	4	5
Q42	My job requires teamwork	1	2	3	4	5
Q43	My supervisor cares that I have a life outside of work	1	2	3	4	5

### SECTION F – ESTEEM ISSUES

17. On a scale of 1 to 5 where 1 is 'strongly disagree' and 5 is 'strongly agree', indicate the extent to which you agree with each of the following statements.

	Statement	Strongly disagree - Strongly agree				
		1	2	3	4	5
Q44	Employees in this company are rewarded based on performance	1	2	3	4	5
Q34	I feel that my supervisors appreciated the work I do	1	2	3	4	5
Q46	People at my company respect me as an expert in my field of work	1	2	3	4	5
Q47	I feel like I have mastered the skills of my job	1	2	3	4	5
Q48	My company distributes information about training	1	2	3	4	5

## SECTION G – ACTUALISATION ISSUES

18. On a scale of 1 to 5, where 1 is '*strongly disagree*' and 5 is '*strongly agree*', indicate the extent to which you agree with each of the following statements.

	Statement	Strongly disagree - Strongly agree				
		1	2	3	4	5
Q49	I feel that my job allows me to realise my full potential	1	2	3	4	5
Q50	My job requires me to make challenging decisions	1	2	3	4	5
Q51	My company has a programme that ensures that employees are evaluated for possible promotions	1	2	3	4	5
Q52	The company tries hard to help its employees be the best they can be	1	2	3	4	5
Q53	My supervisor cares about who I am	1	2	3	4	5

## SECTION H – KNOWLEDGE ISSUES

19. On a scale of 1 to 5, where 1 is '*strongly disagree*' and 5 is '*strongly agree*', indicate the extent to which you agree with each of the following statements.

	Statement	Strongly disagree - Strongly agree				
		1	2	3	4	5
Q54	My company helps its employees learn the needed job skills	1	2	3	4	5
Q55	My job requires me to learn new things	1	2	3	4	5
Q56	My job requires me to think about things that can help me grow as a person	1	2	3	4	5

## SECTION I – CREATIVITY & AESTHETIC ISSUES

20. On a scale of 1 to 5, where 1 is '*strongly disagree*' and 5 is '*strongly agree*', indicate the extent to which you agree with each of the following statements.

	Statement	Strongly disagree - Strongly agree				
		1	2	3	4	5
Q57	My job requires me to express a certain degree of creativity	1	2	3	4	5
Q58	The design of my work facilities is beautiful	1	2	3	4	5
Q59	My job helps me to develop a better appreciation of aesthetics (appreciation of beauty)	1	2	3	4	5
Q60	My supervisor thinks highly of creative people	1	2	3	4	5

## SECTION J – FEELINGS ABOUT THE COMPANY

21. On a scale of 1 to 5, where 1 is '*strongly disagree*' and 5 is '*strongly agree*', indicate the extent to which you agree with each of the following statements.

	Statement	Strongly disagree - Strongly agree				
		1	2	3	4	5
Q61	I feel very little loyalty to this company	1	2	3	4	5
Q62	I find that my values and the company's values are similar	1	2	3	4	5
Q63	This company really inspires the very best in my in the way of job performance	1	2	3	4	5
Q64	Often, I find it difficult to agree with this company's policies relating to its employees	1	2	3	4	5
Q65	For me this is the best of all possible companies for which to work	1	2	3	4	5

## SECTION K – LEISURE ISSUES

22. On a scale of 1 to 5, where 1 is '*strongly disagree*' and 5 is '*strongly agree*', indicate the extent to which you agree with each of the following statements.

	Statement	Strongly disagree - Strongly agree				
		1	2	3	4	5
Q66	I have at least four (4) leisure activities per week	1	2	3	4	5
Q67	I prefer active leisure (sports, exercise and travel)	1	2	3	4	5
Q68	I prefer passive leisure (reading and watching TV)	1	2	3	4	5
Q69	I believe leisure activities improve productivity	1	2	3	4	5
Q70	Leisure participation forms part of my lifestyle	1	2	3	4	5
Q71	I take all my owed off-days per year	1	2	3	4	5
Q72	I visit other casino establishments as leisure	1	2	3	4	5
Q73	My job does not interfere with my leisure time	1	2	3	4	5
Q74	I have enough time away from work to enjoy other things in life	1	2	3	4	5

## SECTION L – OVERALL HAPPINESS AT WORK

20. On a scale of 1 to 5, where 1 is '*strongly disagree*' and 5 is '*strongly agree*', indicate the extent to which you agree with each of the following statements.

	Statement	Strongly disagree - Strongly agree				
		1	2	3	4	5
Q75	I am happy when I feel that I am being treated fairly	1	2	3	4	5
Q76	I am happy as long as I feel the company values me as an employee	1	2	3	4	5
Q77	I have to feel trusted by my manager to feel happy at work	1	2	3	4	5
Q78	I have to have a good working relationship with my manager to feel good at work	1	2	3	4	5
Q79	I understand the aims of my company and the role I play in helping achieve this	1	2	3	4	5
Q80	Happiness for me means being able to develop my full potential at work	1	2	3	4	5
Q81	I am happy at work as long as it does not intrude on my personal life	1	2	3	4	5
Q82	I need to have a sense of autonomy in my job, in order to be happy in it	1	2	3	4	5
Q83	Overall I am satisfied with my life	1	2	3	4	5

Thank you for your participation

Research done by TREES (Tourism Research in Economic, Environs and Society), North-West

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