

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

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## Abstract

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. 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. It was found that 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. The research contributes to the literature that is related to hospitality, human resource management and subjective well-being.

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



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## Introduction

Despite the tough economic times that South African consumers are experiencing, South African casinos are still growing in terms of revenues (PricewaterhouseCoopers, 2015) and therefore investing billions of rands in infrastructures, renovations and their employees (Sun International Limited, 2015:21). 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 predict that women, people of any colour as well as ethnic minorities

are going to represent 50% of all the new entrants to the US workforce by 2008, leading to a greatly diversified workforce that one has to manage.

Mejbel, Almsafir, Siron and Alnaser (2013:398) noted that, during the last two decades, organisations in the developed world have had an increased concern with regard to Quality of Work Life (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, researchers need to determine what makes employees feel satisfied about their lives at work. This is vital so that human resource 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, Lee and Abbott (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 resource departments' list of priorities. Mejbek *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 resource managers in the better management of casino employees considering their gender and the influence that will have on their QWL.

Considering all the results of this survey, it should also assist human resource 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 resource management research. Taking into consideration the literature as just described, the author will aim to determine the effect of casino employees' demographic variables on quality of work-life domains. Human resources of casino employees need to understand their employees better which is why we focus on these two areas.

The following sections will include the hypothesised 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.

## **HYPOTHESISED CONCEPTUAL FRAMEWORK**

As can be seen in Figure 1.1, 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, Efraty, Siegel and Lee, 2001:280; Rethinam & Ismail, 2008:61; Mejbek *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; Mejbek *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; Mejbek *et al.*, 2013:400; Jaiswal, 2014:86), feelings about the company (Mejbek *et al.*, 2013:400; Dehaghi & Sheikhtaheri, 2014:537) and leisure domain (Lippit, 1987:6; Rethinam & Ismail, 2008:64).

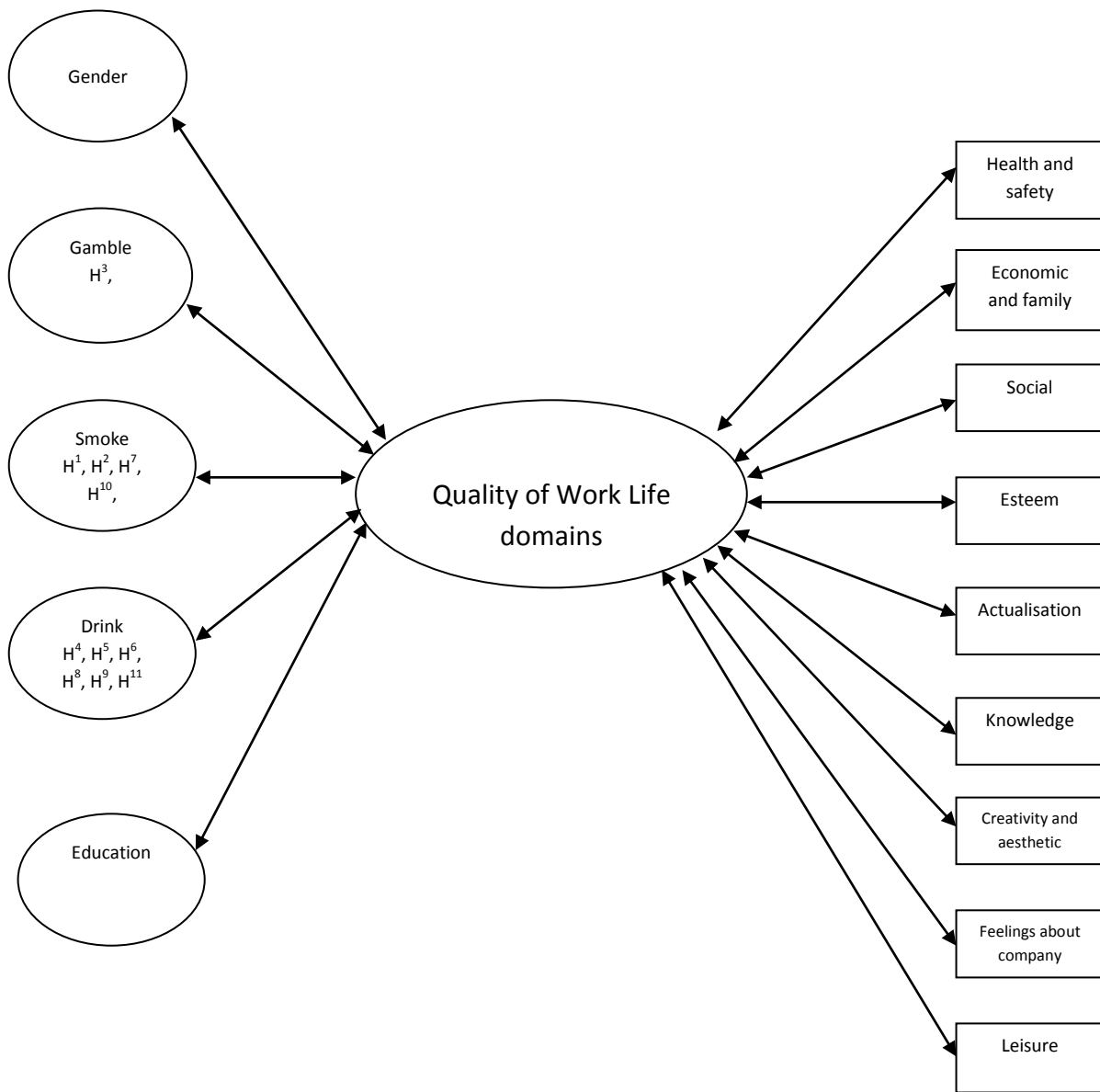


Figure 1.1: The hypothesised conceptual framework of the relationship between casino employees' demographic variables and quality of work-life domains

## 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, demographic

variables and QWL (Quality of Work Life) domains.

## 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 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 a good 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 giving 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, Jammieson and Zapf (2010:5) 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 researcher 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 the quality of casino employees' jobs is. 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).

## 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 does 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 (McCleuston & 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).

### **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 wellbeing, the extent to which work experiences are rewarding and fulfilling and not comprising stress and other negative personal consequences (Jaiswal, 2014:83). Mejbil *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 Mejbil *et al.* (2013:398), a good Quality of Work Life (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 (Crook *et al.*, 2002:389).

Mejbél *et al.* (2013:403) listed QWL domains from the most important to the least important as rated by employees. Table 1.1 indicates the QWL domains from the most highly rated to the lowest rated according to their study.

Table 1.1: Most extracted QWL domains across 15 studies (Mejbél *et al.*, 2013:403) in comparison with the QWL domains the author focused on

<b>QWL domain</b>	<b>Frequency out of 15 studies</b>	<b>Current study QWL domains</b>
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

In Table 1.1, 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 resource practitioners in order for them to create policies and practices that will affect employees effectively and efficiently. 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). Mejbil *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 hypotheses:

### NULL HYPOTHESES

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

### RESEARCH METHODOLOGY

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)



## 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 and could be completed anonymously by casino employees at each unit of the selected company under investigation.

## SAMPLING METHOD

A proposal was sent to the human resources 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 take part in the study. The study population for this research included slots employees (guest service attendants, floor supervisors, floor shift managers, technical engineers, 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 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 researcher. 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 researcher 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).

## DEVELOPMENT OF THE QUESTIONNAIRE

The questionnaire 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 Naude, 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, LaBrie, Rhee and Shaffer (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 domain are large and significant with all standardised loadings greater than 2 and QWL producing a reliability coefficient of 0.78. The QWL domain was slightly adjusted for the South African context and has been confirmed by Naude, Kruger and Saayman (2012:159) and Naude *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.

## DATA CAPTURING AND STATISTICAL ANALYSIS

Data for the study were captured into SPSS 20.0 (SPSS Inc., 2011) and included descriptive (demographic variables) an inferential statistics (Cross-tabulations and Spearman rank correlations). M-plus, 7.1 (Muthén & Muthén, 2012:2) software was used to do the Confirmatory Factor Analyses, Omega reliabilities, Regression analyses and the Structural Equation Modelling (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 relationship 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 hypotheses (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, Coughlan & Mullen, 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 Weston and Gore (2006:732), is it 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, researchers 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, is it 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).

## EMPIRICAL RESULTS AND FINDINGS

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.

## 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 human resource departments in the casinos the researchers focused their study 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 (2007:288) 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 (2007:290) 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 (2007:290) 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 1.2: 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%
<b>Total</b>	<b>Count</b>	<b>633</b>	<b>830</b>
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%
<b>Total</b>	<b>Count</b>	<b>629</b>	<b>826</b>

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%
<b>Total</b>	<b>Count</b>	<b>636</b>	<b>838</b>

In Table 1.2, 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 resource 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 1.2 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 1.3 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 1.3: Factor loadings and Omega reliabilities of various Quality of Work Life domains

	Standardised estimate	S.E.	Two-tailed P-value	Omega $\omega$
Leisure time by				0.701
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	
Leisure preference by				0.753
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	
Safety				0.658
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	
Economic & family				0.801
Do not hear much griping about salary	0.41	0.025	0.000	
Feel that my supervisor cares about my economic wellbeing	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	
Social				0.701
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	
Esteem				0.803
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 1.4: The model fit indices of the SEM of the Quality of Work Life domains ( $n= 1\ 502$ )

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

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

In Table 1.4, 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 authors continued with

this SEM cautiously and accept 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 Quality of Work Life domains produced an acceptable fit, proving that the proposed model of QWL domains has a fit.

Table 1.5: Correlations matrix (*r*) of the latent variables (*n* = 1 502)

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

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

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

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

In Table 1.5, the researcher will be looking at the Spearman rank correlation coefficient analysis. For the purposes of this study, the researcher 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. From Table 1.5, 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. 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 1.6: Regression analysis between demographic variables and QWL domain

<b>Regression values</b>	Standardised estimates	Unstandardised 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 hypotheses, the following will be reported on:

- In Table 1.6, 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. Naude, Kruger and Saayman (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 researcher 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 get 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 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<sup>8</sup>. 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<sup>9</sup>. 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.

#### MODEL FIT IDENTIFICATION

Table 1.7: The model fit indices of the SEM of the influence of demographic variables on Quality of Work Life 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 1.7, 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.

#### 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 resource managers.

Firstly, it was found that 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 CC: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 resource 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 resource 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 Naude *et al.* (2012:160).

With the correlations ( $r$ ) it was found that smoking and drinking have a large 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, which includes 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 hypotheses 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 resource 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.

## **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 resource 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 is 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.

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