

7-25-2017

The Link Between Job Satisfaction and the Intention to Leave Among Casino Employees

Oliver Wayne Aho

This research is a product of the Doctor of Business Administration (DBA) program at George Fox University. [Find out more](#) about the program.

Recommended Citation

Aho, Oliver Wayne, "The Link Between Job Satisfaction and the Intention to Leave Among Casino Employees" (2017). *Doctor of Business Administration (DBA)*. 23.
<https://digitalcommons.georgefox.edu/dbadmin/23>

This Dissertation is brought to you for free and open access by the Theses and Dissertations at Digital Commons @ George Fox University. It has been accepted for inclusion in Doctor of Business Administration (DBA) by an authorized administrator of Digital Commons @ George Fox University. For more information, please contact arolf@georgefox.edu.

THE LINK BETWEEN JOB SATISFACTION AND THE
INTENTION TO LEAVE AMONG CASINO EMPLOYEES

by

Oliver Wayne Aho

A Dissertation Submitted in Partial Fulfillment
of the Requirements for the Doctor of Business Administration Degree

George Fox University

Newberg, Oregon

July 25, 2017

Dissertation Committee:

Dirk Barram, PhD, Chair

Jim Foster, PhD

Craig Johnson, PhD



GEORGE FOX
UNIVERSITY

COLLEGE OF BUSINESS

**Dissertation Completion Approval
Doctor of Business Administration**

Student Name Wayne Aho Student ID# 1630236

Cohort # 9

Project Title:

"Exploring the Link Between Job Satisfaction and the Intent to Leave: An Examination of Casino Employees"

has been approved for the
Doctor of Business Administration Program
at George Fox University
as a Dissertation for the DBA degree.

Approval Signatures:

Duke E. Barnes Date 8-1-17
Chair:

[Signature] Date 8-1-17
Member:

[Signature] Date 8-1-17
Member:

*Submit completed form to the Graduate Program Coordinator of the
Doctor of Business Administration program.*

Acknowledgements

I want to extend my thanks and deep gratitude to Dr. Dirk Barram, Dr. Craig Johnson, and Dr. Jim Foster who served as my dissertation committee. Their support, encouragement, and guidance throughout the dissertation process were invaluable. Each member brought his unique individual talents and perspectives to the process. A special thanks to Dr. Barram for serving as chair. His skill in guiding this endeavor led to a successful defense, and I am very appreciative of his time and efforts on my behalf.

I am grateful to Brooks Robinson and John Forrest for their cooperation and enthusiastic support in allowing me to conduct my research in their casino operation.

I would like to extend thanks to my classmates in George Fox University DBA Cohort 9. Your friendship, collegiality, and “can-do” attitude made this a very special group of people, and I am thankful to have been part of this wonderful team.

Finally, and perhaps most heartfelt of all, is my thanks and appreciation to my wife Pam. You have been my right hand person for 45 years as I have tackled my dreams and challenges. Without your love and support, none of my achievements would have been possible.

Abstract

Job turnover has long plagued the hospitality and tourism industry. The casino segment of this industry is particularly vulnerable to excessive staff turnover due to the face-to-face interaction between gamblers and gaming company employees. The relationship between job satisfaction and job turnover has been explored in numerous industries. This research study used correlational research, linear regression, and descriptive statistics to examine the intrinsic, extrinsic, and general factors of job satisfaction and its influence on the intent to leave for all employees and the employees of the security, housekeeping, and beverage departments of a major casino operation. Additionally, the variables of age, gender, education, number of years employed by the casino, shift routinely worked, number of hours worked per week, and the department in which the employees worked were examined to determine their influence on job satisfaction and intent to leave for all casino employees and the employees of the security, housekeeping, and beverage departments. While a high degree of job satisfaction existed for many study respondents, a significant degree of job dissatisfaction existed overall and within those departments. Of the seven variables examined, age, shift, and hours worked were found to be significant negative factors and influenced the intent to leave for study respondents, while gender was a factor in the security, housekeeping, and beverage departments. Ten of the 49 departments examined reported lower scores for all three factors of job satisfaction and a higher score for intent to leave than the mean of all 50 departments. Finally, it was determined that more than one-fifth of the casino respondents suggested their intent to move to another department within the casino operation.

Keywords: *Intrinsic, extrinsic, general job satisfaction, intent to leave, all respondents, security, housekeeping, beverage departments, intent to move within the organization*

Table of Contents

Chapter 1: Introduction	1
Background of the Study	1
Need for the Study	3
Research Problem	7
Research Questions	8
Hypotheses	9
Assumptions and Limitation of the Study	9
Significance of the Study	10
Purpose of the Study	13
Researcher's Perspective	13
Definitions of Terms	14
Chapter 2: Literature Review	17
Job Satisfaction	17
Intrinsic and Extrinsic Factors	23
Intention to Leave	30
Demographic Variables	34
Job Satisfaction Casino Industry	40
Job Satisfaction Hospitality Industry	47
Literature Review Summary	53
Chapter 3: Methodology	57
Research Design and Methodology	57
Population and Sample	60
Setting	61
Instrumentation	62
Data Analysis	65

Chapter 4: Results	68
Response Rate to Study Research	68
Hypotheses Examined	69
Characteristics of Respondents	69
Data Analysis Procedures	74
Research Question 1 A	75
Research Question 1 B	77
Research Question 2 A	79
Research Question 2 B	89
Additional Research Question	93
Summary	95
Chapter 5. Discussion	99
Review of the Study	99
Findings and Discussion	100
Recommendations	109
Limitations	112
Recommendations for Future Research	113
Summary	114
References	117
Appendix A. Casino Employee Survey	166
Appendix B. MSQ Permission Information	176
Appendix C. ATS Permission Information	178
Appendix D. George Fox University Human Subjects Approval Form	179

List of Tables

Table 1. Descriptive Characteristics of Study Respondents	70
Table 2. Psychometric Characteristics for the Primary Study Variables.....	75
Table 3. Pearson Correlation, All Study Respondents.....	76
Table 4. Regression Analysis Summary, All Study Respondents	77
Table 5. Pearson Correlation Security, Housekeeping, and Beverage Departments	78
Table 6. Regression Analysis Security, Housekeeping, and Beverage Departments	78
Table 7. Pearson Correlation, Four Variables, All Study Respondents.....	80
Table 8. Regression Analysis, Gender, All Study Respondents	80
Table 9. Regression Analysis, Shift, All Study Respondents	81
Table 10. Descriptive Statistics, for All Departments Intrinsic, Extrinsic, General Job Satisfaction and the Intent To Leave	81
Table 11. Descriptive Statistics by Individual Department, Intrinsic, Extrinsic, General Job Satisfaction and the Intent To Leave	82
Table 12. Pearson Correlation, Four Variables for Security, Housekeeping, and Beverage Departments	90
Table 13. Regression Analysis, Gender, Security, Housekeeping, Beverage.....	91
Table 14. Regression Analysis, Shift, Security, Housekeeping, Beverage.....	91
Table 15. Descriptive Statistics, for Security, Housekeeping, Beverage Intrinsic, Extrinsic, General Job Satisfaction and the Intent To Leave.....	92
Table 16. Study Respondents Intent To Move between Departments.....	93
Table 17. Pearson Correlation Intent To Move between Departments.....	94

Chapter 1: Introduction

Background of the Study

Gambling is one of America's most popular activities, at least when measured by revenue (Vacek, 2011). In 2006, gamblers wagered \$57 billion dollars, almost three times the \$20 billion spent that year by patrons purchasing movie tickets and music recordings, and far exceeding the \$28 billion combined revenues of McDonald's, Burger King, Wendy's, and Starbucks (Vacek, 2011). The gaming industry, which includes standalone casinos, casino hotels, riverboat casinos, bingo halls, gambling machine manufacturers, lottery services, Internet gambling services, bookmaking, and other gambling services, has emerged in recent years as a major contributor to the economy of the United States. According to Henderson (2015), in 2010 the casino and gaming industry accounted for nearly 1% of the 2010 United States gross domestic product of \$14.5 trillion dollars with total revenues of \$125 billion dollars. In addition to gaming revenue, the casino industry often serves as the centerpiece for related products and services including hotels and real estate. In addition to the revenue factor, Bazelon, Neels, and Seth (2012) reported that in 2010 the 566 U.S. casinos located in 22 states accounted for over 800,000 jobs, earned almost \$50 billion in revenue, and were instrumental in bringing in an additional \$15 billion from food, retail sales, and entertainment.

A report by *Oxford Economics* noted that by 2014, growth in the United States casino industry had led to total revenues of more than \$81 billion, including \$67 billion in gaming revenues ("Groundbreaking New Research," 2014). The U.S. gaming industry generated an additional \$60 billion in payments to suppliers, and gaming employees added to their local economies with spending that exceeded \$78 billion.

Casinos also account for a significant number of recreational jobs in the United States. The gaming industry employs over 734,000 workers and generates \$33 billion in wages, benefits, and tips. Casino purchases from vendors and suppliers support an additional 383,000 jobs and spending by casino employees support an additional 595,000 jobs. The net effect is that the casino industry in 2014 supported more than 1.7 million jobs, more than the U.S. airline industry (“Groundbreaking New Research,” 2014). By any measure, the United States gaming industry, including casinos, plays an important role in the economy of the United States.

With the explosive growth of the gaming industry, the demand for employees has often exceeded supply. Agrusa and Lema (2007) stated that a chronic shortage of qualified workers represents a major challenge to casino operators and the hospitality industry as a whole. The shortage of qualified workers in the casino industry is exacerbated by an annual employee turnover rate that in some cases reaches as high as 70% to 80%. The immense costs that correlate with such high employee turnover have created a sense of urgency in several rapidly expanding casino and gaming organizations to address this concern (Agrusa & Lema, 2007).

Hausknecht, Trevor, and Howard (2009) contend that voluntary employee turnover creates unfavorable organizational consequences that include lowered productivity, reduced employee morale, and disrupted operations that often result in poor service delivery. As of 2007, 84% of United States workers held service-providing positions rather than goods-producing jobs, increasing the need for companies that operate in the huge service industry to better understand the nature and cause of excessive employee turnover (Hausknecht et al., 2009).

According to the U.S. Bureau of Labor Statistics, the quit rate of workers in the U.S. hospitality and leisure industry averaged 47.5% for 2015. Quits are considered voluntary separations that are initiated by the employee and the quit rate serves as a statistical measure of workers' willingness to depart their jobs (U.S. Bureau of Labor Statistics, 2016). The gap between a casino employee turnover rate that can be as high as 70% to 80% (Agrusa & Lema, 2007) and the 47.5% quit rate of all hospitality and leisure employees (U.S. Bureau of Labor Statistics, 2016) represents a significant challenge, and opportunity, for casino owners and managers in their goal to improve customer experience and profitability.

Need For the Study

Employee turnover is a chronic problem in the hospitality and tourism industry. Sims (2007) stated that the industry reports turnover rates ranging from 70% to 100% with some organizations experiencing turnover rates as high as 300%. Certain factors have been identified that lead to voluntary turnover. Sims (2007) argued that demographic issues including labor shortages, negative connotations emanating from the hospitality and tourism industry, work hours, low pay and benefits all contribute to chronic industry labor turnover. Igbaria and Siegel (1992) reported that factors influencing employee turnover include age, job tenure, number of years in the industry, the type of job, role conflict, role ambiguity, and job activity that spans boundaries. External factors also contribute to employee turnover in the hospitality and tourism industry. Kim (2014) wrote that extrinsic factors such as a job opportunity with a different organization that provides better working conditions increases the probability of turnover. Bai, Brewer, Sammons, and Swerdlow (2006) argued that within the hospitality

and tourism industry, hotel employees are not attached to their employers in large part because they feel that their employers' organizational commitment is neutral, resulting in only a slightly positive level of job satisfaction.

Job satisfaction is important in its relationship to employee turnover (Jackofsky & Peters, 1983). Managers operating in the hospitality industry must identify what factors of job satisfaction are vital to maintaining job satisfaction and how levels of satisfaction can vary according to different employee characteristics. Lee and Way (2010) wrote that employees are diversified along a number of different employment characteristics, not just demographics, which can affect job satisfaction.

Job satisfaction is an employee's general attitude toward his or her job (Robbins & Coulter, 2016). Gu and Sui (2009) stated that services are provided to customers by casino employees and the disposition exhibited by the employee will affect in a very direct manner the services those employees deliver. Employee job satisfaction can be demonstrated by their approach to delivering requested services and their attitude can be perceived by the customer. Bai et al. (2006) stated that research demonstrates that numerous factors determine an employee's attitude toward their job satisfaction, intent to remain, and organizational commitment. Youndt, Snell, Dean, and Lepak (1996) wrote "People may be the ultimate source of sustained competitive advantage since traditional sources related to markets, financial capital, and scale economies have been weakened by globalization and other environmental changes" (p. 839). Noting the importance of connecting the organization's long-term strategy and direction with its management practices, Chan, Shaffer, and Snape (2004) stated that inconsistencies between these two critical elements creates frustration with employees at all levels, and also compromises

management efforts and the allocation of resources. Additionally, the literature demonstrates that job satisfaction is a key factor in understanding an employee's intention to leave. Lu, Lu, Gursoy, and Neale (2016) stated that hospitality industry line-level employees' job satisfaction and intention to leave is influenced largely by their work environment, relationships with supervisors, and compensation, while supervisors' job satisfaction is influenced primarily by work environment factors such as working conditions, communication style, and work accomplishment.

Bai et al. (2006) argued that customer satisfaction is strongly related to the level of job satisfaction of the employees who deliver customer care. In turn, Xiong and King (2015) reported that a customer's experience with an organization is significantly impacted by frontline service employees. Kralj and Solnet (2010) suggested that casino customer satisfaction is extraordinarily dependent on the treatment of customers by the casino employees. Wong (2013) argued that creating a unique and special customer experience is of singular priority for casinos because customers are demanding an ever increasing level of services and benefits. Additionally, Kralj and Solnet (2010) stated that while casino strategies often focus on the product delivered and the price point/value proposition, these factors may not guarantee complete commitment and loyalty from their customer base. The gaming and casino industry in the United States are experiencing a significant boost in popularity and accessibility, which means customers can elect to choose similar products at other establishments. Creating a climate for the desired level of service quality is a key factor in the casino operator's quest to develop a competitive advantage (Kralj & Solnet, 2010).

A lack of job satisfaction in the casino industry has been reported in the literature as a factor in work performance. Gu and Siu (2009) reported that undistinguished to indifferent interpersonal skills are a major weakness in the casino industry and that job satisfaction is highly correlated with job performance. Back, Lee and Abbott (2011) argued that the relationship between hospitality workers who interact with casino customers on the frontline has a significant amount of influence on customer satisfaction and loyalty. Attracting and retaining workers who possess the capability to deliver high standards of performance should be among the highest priorities of any organization in the hospitality industry. Unfortunately, the hospitality industry has a long history of poor wages, reduced job security, long working hours, and employment tenure impacted by seasonality. However, casino employees typically do not leave their employer due to wages but rather other factors. Back et al. (2011) stated that casino owners and managers should identify and develop strategies to forge closer relationships with their employees to more effectively retain their services. Heightened competition for experienced casino employees adds credence to the need for further research into factors of job satisfaction and intention to leave that will take a big step toward identifying specific elements of job satisfaction that positively influence employee retention.

Chung, Yin, and Dellmann-Jenkins (2009) investigated the intrinsic and extrinsic factors impacting casino hotel chefs' job satisfaction and found that among the intrinsic factors, the chefs were most satisfied with the work itself and least satisfied with growth opportunities and recognition. Extrinsic factors affecting hotel chefs' job satisfaction were supervision and company policies.

Tutuncu and Kozak (2007) explored factors affecting job satisfaction and the intention to stay in the hospitality business and learned that job characteristics (skill variety, task identity, task significance, autonomy, and feedback) are important variables that have a positive relationship to overall job satisfaction and intention to remain in the industry. Stedham and Mitchell (1996) stated that contrary to prior discoveries, labor market conditions and compensation play a relatively minor role in casino workers' decision to quit. Other factors including lack of perceived job security, perceived employer concern with the employees' well-being, and dissatisfaction with their supervision were chief causes that led to voluntary termination.

Numerous studies have investigated various factors of job satisfaction in the hospitality industry. However, other than a single analysis that targets casino hotel chefs, no studies have focused attention on the relationship between the intrinsic and extrinsic factors of casino workers' job satisfaction and the intention to voluntarily quit, which leaves a considerable gap in the literature relative to needed research. This gap is of particular importance given the explosive growth of the casino industry in the United States and the high level of casino employee turnover, particularly when compared to the hospitality industry as a whole.

Research Problem

Employee retention is a critical issue facing the casino industry. Agrusa and Lema (2007) wrote that customers will often make a determination whether to return to a particular establishment based on their interaction with a single direct service employee, the type that most often has face-to-face consumer interaction. Hausknecht et al. (2009)

stated that voluntary employee turnover harms the customers' perceptions of service quality, which in turn impacts customer retention, revenue growth, and profitability.

Annual quit rates in the leisure and hospitality industry in recent years range between 35.8% in 2011, about the time the country was emerging from the 2008/2009 recession, to 47.5% in 2015, when employment levels were beginning to approach pre-recessionary levels (U.S. Department of Labor, March, 2016). While various studies indicate that specific factors influence job satisfaction and the intent to remain with an organization in the hospitality industry (e.g., Gu & Siu, 2009; Chan, Wan & Kuok, 2015; Bai, Brewer, Sammons & Swerdlow, 2006), none could be found on the relationship between the intrinsic and extrinsic job satisfaction factors (other than hotel chefs) and the intention to remain. With almost one of every two leisure and hospitality employees voluntarily quitting their employment and a casino turnover rate that ranges from 25% to 30% (Massachusetts, Expanded Gaming, 2008) to as high as 70% to 80% (Agrusa & Lema, 2007), additional research into factors affecting casino employee retention is warranted. A research effort that examined the intrinsic and extrinsic factors of casino employees' job satisfaction and its relationship to employee intentions to leave the company would add material to the literature and insight into employee retention in the casino industry.

Research Questions

The purpose of this research is to learn whether there is a relationship between job satisfaction and casino employees' intentions to leave. The following research questions were applied to this study:

RQ1. To what extent do intrinsic and extrinsic factors of job satisfaction influence an employee's intention to leave.

RQ2. To what extent can age, gender, education, the number of years employed by the casino, shift, number of hours worked per week, and the department in which the employees work influence job satisfaction and the intent to leave?

Hypotheses

H1: There is a positive relationship between age and intention to leave among casino employees.

H2: There is a positive relationship between gender and intention to leave among casino employees.

H3: There is a positive relationship between education and intention to leave among casino employees.

H4: There is a positive relationship between number of years employed by the casino and intention to leave among casino employees.

H5: There is a positive relationship between shift and intention to leave among casino employees.

H6: There is a positive relationship between number of hours worked per week and intention to leave among casino employees.

H7: There is a positive relationship between department worked and intention to leave among casino employees.

Assumptions and Limitations of the Study

The researcher's assumption was that the factors of job satisfaction, intrinsic and extrinsic, play a key role in determining whether a casino employee has the intent to

remain employed in their current organization. The researcher also assumed that the variables of age, gender, the number of years employed by the casino, education level, shift worked, the number of hours worked per week, and the department in which the employees work factored into their intention to continue their current employment.

This research study was limited to employees in two separate casinos. The study examined the extent intrinsic and extrinsic factors of job satisfaction influence an employee's intention to leave among casino workers in both locations.

Significance of the Study

The academic literature includes little information about the factors of job satisfaction and casino employees' intent to terminate their current employment. Several studies measure job satisfaction among employees in the hospitality and tourism industry; however, little information is available on the intrinsic and extrinsic factors of job satisfaction and how they relate to casino workers' intention to voluntarily terminate their employment. Employee job satisfaction has a significant impact on the following factors that affect the performance of casino operations:

Customer Satisfaction and Loyalty

Wong and Fong (2010) wrote that the quality of the environment in which casino services are delivered and the delivery process itself are greater predictors of customer satisfaction than the actual games that are played in casino operations. Ramlall (2003) noted that a decline in services rendered to customers could adversely affect the satisfaction and loyalty of customers, and, as a result, the organization's profitability. Williams and Uysal (2004) stated that increased technological factors such as the Internet and e-mail have changed the landscape of global competition. It is now far easier to

duplicate a competitor's price and product and, as a result, there has been an explosion of choices and options competing for the consumer's expenditures. The element that competitors cannot duplicate from other organizations is that organization's customer relationships. A firm's ability to attract and satisfy customers has become a key aspect of long-term success. Cruz, Lopez-Guzman, and Canizares (2014) argued that there is a close relationship between job satisfaction, the level of service delivered by the employee, and the degree of customer satisfaction.

Recruitment Costs

Hinken and Tracey (2000) noted that most organizations and their managers do not grasp the enormous costs associated with employee turnover, including recruitment costs, even for entry-level positions. Tracey and Hinken (2010) stated that several factors add to the cost of replacing an employee:

1. Pre-departure includes those costs incurred after an employee notifies the employer that he or she is leaving. These costs include preparing for and conducting exit interviews, preparing severance packages if applicable, and all other costs associated with that departure.
2. Recruitment includes costs associated with advertising and recruiting for a new employee or employees. These costs include recruitment, multiple interviews, background and reference checks, and travel expenses associated with the new hire.
3. Orientation and training costs occur when new employees are hired, and the costs of orientation and training must be factored. Most of the costs associated

with orientation and training relate to the time of the current employee's handling of these responsibilities instead of their other job duties.

4. Lost productivity includes the costs of diminished productivity of an employee who is leaving along with the time necessary to bring the replacement employee to an acceptable level of competency. Regardless of the expertise and experience of the new hire, a learning curve typically exists for most jobs. New employees also often consume more of their peers' and supervisors' time when they need assistance with problems, answers to questions, or understanding company procedures, all of which lead to diminished productivity of those providing that assistance (Tracey & Hinken, 2010).

Hale (1998) stated that recruitment costs could range as high as 50% to 60% of an employee's first year wages and up to 100% for a unique, highly specialized position. As a result, Hale (1998) argued that retaining critical employees enables an organization to gain a competitive advantage. Further, Hale (1998) stated that firms should consider investing to retain these employees as opposed to chancing reduced productivity and profitability. Ayres (2014) noted that a study by Choi and Dickson (2010) indicated that for every employee paid by the hour that required replacement, there was an additional cost of 30% of that employee's wages. A review of management level employee turnover indicated that nearly 50% of their salary was the cost associated with hiring a replacement and his or her subsequent training.

Job Performance

Saari and Judge (2004) stated that employee job satisfaction is a predictor of job performance. They offer insights for Human Resource managers to consider that might

improve employee job satisfaction: 1) Does the organization have a means of measuring areas vital to employee job satisfaction? 2) How can this information be made known to the management team responsible for line operations? 3) Is the employee job satisfaction measure routinely used as part of the organizational decision making process? 4) Are the factors of employee job satisfaction and the resulting impact on the organization discussed along with other key organizational metrics?

Saari and Judge (2004) argued that future research should provide a greater understanding of the effects employee attitudes and factors of job satisfaction have on organizational performance. Measuring the intrinsic and extrinsic factors of job satisfaction and their impact on intention to leave an organization will add to the scholarly research into the “people” side of business in the highly competitive casino industry.

Purpose of the Study

The purpose of this study was to identify the relationship between job satisfaction and intention to leave among casino employees. In particular, this study assessed the extent to which intrinsic and extrinsic job satisfaction factors influence an employee’s intention to leave. Additionally, this study identified to what extent age, gender, education, the number of years employed by the casino, shift, the number of hours worked per week, and the department in which they work influenced job satisfaction and the intention to leave.

Researcher’s Perspective

This study reflected two perspectives. The first view came from knowledge of the degree of employee turnover within the organization where the research was conducted

and the second from conversations with the regional senior vice president and general manager and the regional director of continuous improvement and project management of this organization.

Knowledge of the Degree of Employee Turnover

In the spring of 2016, the researcher was approached by the Director of the Center of Economic Development, part of the College of Business at the University where the researcher is employed, to gauge interest in developing a training program for a group of employees working in the organization where the research will be conducted. The stated purpose of the proposed training program was to address employee turnover in a specific area of concern for this organization.

The researcher met once with the organization's regional senior vice president and general manager, and twice with the organization's regional director of continuous improvement and project management. Additionally, the researcher exchanged numerous emails and telephone conversations with the regional director of continuous improvement and project management. During these conversations, the researcher learned the pervasive degree of employee turnover in the organization and current efforts to slow the rate of voluntary turnover. The casino's senior leadership hopes to use the results from this study and analysis to coordinate the organization's internal efforts and the efforts of an outside agency hired to assess the high turnover to reduce the firm's annual voluntary employee turnover rate.

Definitions of Terms

The following terms and their definitions are provided to clarify intended meanings of the terminology frequently used in this study.

Job Satisfaction

Job satisfaction is an employee's general feeling and attitude regarding his or her job. Job satisfaction is considered an attitude rather than a behavior. Job satisfaction is an outcome of a number of factors that affect the employee's attitude. Job satisfaction is an issue for most managers because research has documented that satisfied employees report to work more often and on-time than not satisfied employees, have greater levels of job performance, and will remain employed by the organization longer than less satisfied employees (Robbins & Coulter, 2016).

Intrinsic Factors of Job Satisfaction

Intrinsic motivation is the stimulus that emerges from inside a person as opposed to some form of external or outside reward. Intrinsic factors of job satisfaction include engaging work, ingenuity, creativity, and performance (Mottaz, 1985). Additional intrinsic factors include recognition, responsibility, advancement, and a feeling of personal growth (Robbins & Coulter, 2016).

Extrinsic factors of job satisfaction

Extrinsic motivation is behaviors that are driven by external, outside rewards such as money, working conditions, supervision, company policies, a feeling of security, and status (Robbins & Coulter, 2016). Often, extrinsic motivation is fabricated in the context of motivating employees and includes elements such as compensation, fringe benefits, and job security (Mottaz, 1985).

Retention

Employee retention refers to a business's efforts to create a working environment that encourages its current staff to remain employed by the company. Job retention

factors reflect the policies a company enacts to enhance employee satisfaction and to reduce costs associated with the recruitment, hiring and training of new staff (Sharp, 2016).

Employee turnover

Employee turnover is the ratio of the number of employees that leave a company through attrition, dismissal, or resignation during a period to the number of employees on payroll during the same period (Business Dictionary, 2016).

Intention to leave

Intention to leave is an employee's intention to leave the organization within some specific time period (Dollar & Broach, 2006).

Chapter 2: Literature Review

The purpose of the literature review was to examine current literature relevant to the topic of job satisfaction--intrinsic and extrinsic--and employees' intention to leave their employment. The objective was to enable the researcher to develop familiarity with the general inquiry that has been conducted in the field of job satisfaction and intention to leave a place of employment. More specifically, it was to examine to what extent intrinsic and extrinsic factors of job satisfaction influence an employee's intention to leave the casino operation.

Job Satisfaction

Uusiautti and Maatta (2015) wrote, "The nature of work life is changing. Motivation to work is no longer dependent on salary alone" (p. 1). It has not always been so. Management theory about motivation, organizational behavior, and job performance have evolved to better understand these changes. To best view factors of job satisfaction, it is important to acknowledge that some skepticism exists regarding research into job satisfaction. Most people have to work. Given this fact, does job satisfaction matter, and if it does, can it be effectively measured? Regarding measuring job satisfaction, Bertrand and Mullainathan (2001) stated that a divide and even a degree of skepticism may exist between social scientists and economists regarding the subjectivity of the questions asked in surveys regarding job satisfaction. The authors argued that the literature supports economists' distrust in subjective questions yet, paradoxically, they suggest that subjective variables used in surveys could be useful in explaining differences in the actions and attitudes of individuals (Bertrand & Mullainathan, 2001). Adding to the skepticism about research into job satisfaction, Pfeffer (2007) argued that a paradox

appears to exist in the American workplace when viewed from a competitive market efficiency standpoint as suggested by the following:

- 1, American workplaces demonstrate an inescapable level of job dissatisfaction with the indication that this issue is getting worse with serious consequences for both worker and employer.

2. How employees are managed along with their subsequent job satisfaction are compelling predictors of organizational performance.

3. The factors that lead to creating engaged employees and successful organizations are well known, yet many organizations fail to take appropriate actions to address these factors of job satisfaction that often result in diminished organizational performance. Pfeffer (2007) concluded that one could reject the conclusions of a single survey, but that most studies suggest employee attitudes are commonly low and that employees are critical to an organization's success.

While there may be a degree of skepticism regarding measuring job satisfaction, the importance of the relationship between employee satisfaction and an organization's economic performance has been established in the literature. Melian-Gonzalez, Bulchand-Gidumal, and Lopez-Valcarcel (2015) wrote that employee satisfaction correlates positively with economic performance, one reason organizations should measure job satisfaction. Ouedraogo and Leeler (2013) stated that numerous studies report that satisfaction at work is directly related to job performance. And while acknowledging skepticism regarding job satisfaction, the literature suggests that it plays an important role in an organization's success. Therefore it is important to review the factors of job satisfaction.

It was useful to start first with an understanding of job satisfaction as defined by the literature. Robbins and Judge (2009) defined job satisfaction as “a positive feeling about one’s job resulting from an evaluation of its characteristics” (p. 79). Baldwin, Bommer, and Rubin (2008) described job satisfaction as “how an individual feels about his or her job” and as “an appraisal of specific aspects of the job role, including satisfaction with one’s pay, co-workers, supervision, promotional opportunities, and the work itself” (p. 242). Weiss (2002) stated that the classic definition of job satisfaction is Locke’s, who described job satisfaction as “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating one’s job values” (p. 174).

Examining factors of human behavior and organizational performance, Wren and Bedeian (2009) noted that the human-relations movement of the 1940’s and 1950’s emanated from the scientific management theories of earlier decades and led to the discipline of behavioral research. Cunningham and Wakefield (1975) stated that Murray (1938) and Maslow (1962) put forth theories that proved of significance. Murray (1938) developed a hypothesis of employee behavior with his need theory that stated there were 27 personality needs that affected an individual’s behavior. Maslow (1962) developed the hierarchy of needs theory that argued people were motivated by the need to satisfy five inborn needs: physiological, safety, love, esteem, and self-actualization. The underlying premise of Maslow’s theory is that a lower-level need must be satisfied to a certain degree before the next higher need can motivate an individual’s behavior (Wren & Bedeian, 2009). Steers, Mowday, and Shapiro (2004) reported that McClelland (1961) developed his three needs theory that argued individuals carry numerous, sometimes competing needs that drive motivational behavior when triggered. The contrast between

Maslow (1962) and McClelland (1961) is of interest as McClelland provided researchers a set of distinct needs that drove motivation as opposed to the more philosophical need for self-actualization as put forth by Maslow (Steers, et al., 2004).

The need to expand behavioral research into the area of job satisfaction was driven in part by the International Business Machine (IBM) company's efforts in the 1940's to enlarge jobs by combining machine operator positions. These endeavors led to improved productivity and enriched the operator's job by enabling individual responsibility in the workplace and ushering in skill variety to the machinist's work. A secondary, but equally important factor driving further research into job satisfaction was the dichotomy of assembly line workers at an automobile factory rebelling against the anonymous nature of their jobs despite expressed satisfaction with the financial aspects and security of their positions (Wren & Bedeian, 2009). The thought that factors beyond pay and security could influence employee behavior and motivation began to emerge, challenging many of the then current assumptions of management and organizational behavior theorists.

Several theories about people at work and their motivation and job satisfaction began to emerge in the 1950's and 1960's. Lawter, Kopelman, and Prottas (2015) observed that McGregor's (1960) "theory X and theory Y was tied for second place as the most well-known theory in organizational behavior out of the universe of 73 theories" (p. 84). McGregor proposed that under theory X, managers held the belief that employees had distain for work and required clear direction and even occasional coercion to perform their duties. Theory Y managers held the belief that employees in fact liked to work, were

creative, sought responsibility, and could exercise self-direction (Robbins & Judge, 2009).

Herzberg put forth his two-factor theory that suggested the elements that created job satisfaction were clearly different from factors that created job dissatisfaction (Herzberg, 1968). Herzberg argued that there were two sides of employee motivation. Motivating factors critical to the job included achievement, opportunity for advancement, responsibility, and the work itself. These factors Herzberg labeled as intrinsic. On the opposite side, dissatisfaction avoidance (hygiene factors) Herzberg labeled as extrinsic and included company policies, supervision, salary, status, and job security. Herzberg argued that hygiene factors did not necessarily lead to job satisfaction or employee motivation but could lead to employee dissatisfaction (Herzberg, 1968). The connection between motivation, behavior, organizational performance, and job satisfaction began to emerge from these theories.

Dugguh and Ayaga (2014) argued that job satisfaction is the foundation upon which employee performance is built, and is now considered part of mainstream management theory. As a result, additional theories regarding job satisfaction and motivation began to emerge. Building on the earlier work of Murray (1938) and others, Deci and Ryan (2000) developed the self-determination theory that argued that the attainment of goals depends on the individual's ability to satisfy their basic psychological needs. Theories such as the affective event theory put forth by Weiss and Cropanzano (1996) articulated the role of how emotions and moods impacted job satisfaction, while Adams' (1963) equity theory argued that an individual determined the degree of input from a relationship versus the amount of output. If the individual perceived that there is

an inequity between the input and output in the relationship, the employee is likely to be dissatisfied (Dugguh & Ayaga, 2014). An intriguing motivational theory that explored work satisfaction was the job characteristics theory put forth by Hackman and Oldham (1976). The job characteristics theory argued that certain core characteristics of a person's job had an impact on the job outcome. These characteristics included skill variety, task identity, significance of the task, job autonomy, and job feedback. It was argued that these key job characteristics had a significant influence on the meaningfulness of the job, the responsibility for the outcome of the work, and the knowledge of the results of the work activities – all of which affected the work outcomes. These included job satisfaction, degree of absenteeism, and the motivation to work. It was further argued that job satisfaction is influenced by factors including the environment of the job, and individual and psychological factors (Dugguh & Ayaga, 2014).

It is important that organizations continue to develop a deeper understanding of job satisfaction. Harter, Schmidt, and Hayes (2002) argued that additional research is warranted to gather a greater understanding of business outcomes and the measures of employee satisfaction and engagement. The literature reveals a progressive timeline in management thinking that today suggests employee job satisfaction has a major impact on organizational performance. In recent decades the world has shrunk in terms of ease of travel, the speed of communication, logistics, technology, and the ability to copy a competitor's product. All of which have resulted in increased competition, even from countries formerly considered as "emerging or developing." Ioana-Lavinia, Alexandrina, and Dalina (2008) stated that in this increasingly competitive world, managers must approach their employee's job satisfaction as a critical factor in organizational

effectiveness, efficiency, and the successful application of corporate strategy. The authors further argued organizations must develop an understanding of and implement programs that address the intrinsic and extrinsic needs of their employees. Organizations must also deal with dissatisfied employees as they typically do not perform at optimum levels, even if they remain with the organization, resulting in unfavorable consequences that affect operational achievement.

Melian-Gonzalez et al. (2015) reported that a firm's overall level of job satisfaction had a decisively positive influence on the organization's key financial metrics of operating margin and revenue generated per employee. The authors stated that "their study is the second one that finds a direct and positive association between employee satisfaction and firm performance exists, and more specifically firm financial performance" (p. 445).

Edmans (2012) ascertained that "firms with high levels of job satisfaction, as measured by inclusion in the list of the 'Best Companies to Work for in America,' generate high long-run stock returns" (p. 16). The author also found that those organizations on the Best Companies to Work for in America list regularly exceeded the market analyst's earnings projections. The importance of job satisfaction on organization performance had made its way into current mainstream management theory and practice and is well established in the literature.

Intrinsic and Extrinsic Factors of Job Satisfaction.

Writing almost 5 decades ago, Saleh and Hyde (1969) argued that the importance of the intrinsic and extrinsic ingredients of a job was becoming more influential in analyzing and assessing work satisfaction. The authors stated that the intrinsic elements

of a job were the content factors, while the extrinsic elements were the context factors. Each was analogous to the fulfilment of contrasting needs. This researcher intends to explore the factors of intrinsic and extrinsic job satisfaction in the casino business, thus establishing a baseline understanding of these factors in that industry.

Mottaz (1985) defined intrinsic factors of job satisfaction as rewards associated with the job itself and included elements such as challenging work, self-direction, creativity, responsibility, and the opportunity to use one's skills. Extrinsic factors of job satisfaction refer to tangible rewards offered by the institution to further job motivation and typically include compensation, benefits, and job security. Yang (2009) stated that Moorman (1993) found that the intrinsic components of a job offered the opportunity to use one's personal abilities and that active participation in the job provided feelings of accomplishment. The extrinsic components of a job focused on pay, praise for a job well-done, and the opportunity to advance in the organization (Yang, 2009).

Researchers have explored the intrinsic and extrinsic factors of job satisfaction in various professions. Randolph (2005) wrote about the rehabilitation profession and stated that intrinsic factors of job satisfaction could be labeled both intrinsic-context and intrinsic-content. Intrinsic-context factors were aspects of the job that were influenced by outside elements and included adequate staffing and work-life balance. Intrinsic-content factors include work areas that could be controlled by the individual and include the feeling of competence in the position, providing appropriate care to the patient, and doing purposeful work. Extrinsic factors were labeled as those benefits provided to the employee by their employer and included compensation, continuing education opportunities, and an adjustable work schedule (Randolph, 2005). Spillane (1973),

researched middle manager turnover and labeled intrinsic factors of job satisfaction as the “recognition of abilities, opportunities to develop feelings of achievement, responsibility given by superiors, possibilities for advancement, and the nature of the work itself. Extrinsic factors were labeled working conditions, salaries, company policies, relationship with colleagues, and supervision” (p.73). Benton (2016), noted that workers who stay and workers who leave child welfare work listed intrinsic factors of job satisfaction as the department in which the employee worked, their ability to influence, and success in the job. Extrinsic factors included salary, caseload level, work hours, support by their supervisor and their peers, and the percentage of time allotted to their tasks. Chatfield, Mayer, and Fried (2013) studied job satisfaction of faculty teaching in American hospitality programs. The authors stated that hospitality faculty reported intrinsic factors included the enjoyment of teaching, the feeling that the profession was important, and interaction with students. Extrinsic factors included pay and institutional support (Chatfield et al., 2013).

It has been established that numerous studies have been conducted on the intrinsic and extrinsic factors of job satisfaction. Wren and Bedeian (2009) stated that Herzberg (1959) was one of the early researchers examining the role of attitudes toward work and the realities of their jobs, good or bad, as reported by the research subjects. Herzberg’s quest was to identify what aspects of their jobs gave people satisfaction or made them pleased, or what aspects of their job made people unhappy and dissatisfied with their work. When the research subjects reported happiness or satisfaction, Herzberg categorized those as feelings to the work itself, or the job content. On the opposite side, when feelings of dissatisfaction and unhappiness were reported, Herzberg recorded those

as feelings to the job environment or job context. Job context factors became known as “hygiene” factors that included pay, company policies, benefits, job security, physical working conditions, and interpersonal relations. Should these factors dip below what the employee felt were respectable levels, the result was job dissatisfaction. Should the job context be considered favorable, the result was not a positive attitude, but reduced job dissatisfaction.

The aspects of the research subjects’ jobs that resulted in satisfaction, a more upbeat attitude, and a greater degree of motivation were referred to as motivators and were found to be important aspects of the job content. These motivators included recognition, challenging work, the opportunity for advancement and increased responsibility, and the chance to grow and be developed. When these factors of the employees’ jobs were present, increased motivation resulted. Herzberg’s work was significant because it contradicted the traditional views of motivation. Specifically, that wages, working conditions, and improved interpersonal relations increased motivation. Addressing these factors removed a degree of job dissatisfaction, but did not lead to absolute motivation. Herzberg’s contribution to the understanding of employee motivation was that management should be aware that once the factors of dissatisfaction (or hygiene factors) were adequately addressed, it simply negated dissatisfaction. Only positively addressing the job motivation factors would lead people to exceptional performance (Wren & Bedeian, 2009).

Herzberg’s two-factor theory, while highly popular, did not escape criticism. House and Wigdor (1967) argued that Herzberg’s theory is, first of all, methodologically bound. Second, House and Wigdor (1967) argued that Herzberg based his conclusions on

faulty research, and third, it is in conflict with past studies. It appears that House and Wigdor's (1967) primary criticism was that Herzberg's later publications yielded conclusions that differ from the hypothesis of the two-factor theory that job satisfiers and dissatisfiers are unidimensional and separate. Furnham, Eracleous, and Chamorro-Premuzic (2009) stated that Herzberg's two-factor theory argued that satisfaction and dissatisfaction were not two antagonistic extremes of the same perpetuity, but separate items created by different aspects of work. As noted, these were referred to as "hygiene factors" that were labeled as extrinsic aspects of work that lead to employee dissatisfaction if not met. Motivators were labeled as intrinsic factors that motivate employees and lead to a higher level of job satisfaction. However, Furnham et al. (2009) reported that a long-standing debate existed as to whether the hygiene factors of work do in fact add to job satisfaction.

The extent of research on intrinsic and extrinsic aspects of job motivation is voluminous. Hullin and Waters (1997) noted that at least five different versions of the two-factor theory have been put forth by various researchers. Mottaz (1985) observed that the most compelling aspect of a study of 1,385 employees from a cross-section of organizations revealed that there was a strong relationship between intrinsically satisfying work and job satisfaction. Employees, regardless of the nature of their place of employment, job title or the nature of the job, tended to place greater significance on intrinsic rewards than to either social or organizational rewards in their assessment of work. Mottaz (1985) argued that the results of this body of work are closely connected to McGregor's (1960) theory X and theory Y. Theory X follows the hypothesis that work is an unpleasant fact of life, therefore, people dislike to work. Theory Y follows the

assumption that people like to work, want to do a good job, and are motivated by intrinsic aspects of their job. Mottaz (1985) stated that the available data suggested that increasing employees' extrinsic rewards was not likely to raise work satisfaction to any degree, therefore management should focus on job redesign as a means to enhance work satisfaction. This is much in line with theory Y, which underlines the potential abundance of the work experience and the value of intrinsic rewards as motivating factors.

Examining factors of job satisfaction from a different angle, Wernimont (1966) wrote that subsequent studies of Herzberg's work fail to point to the exact manner in which the various factors of job attitudes function. Wernimont (1966) argued that people bring two different types of expectations to their work positions. First, the desire for responsibility and interesting work. When people feel they are contributing, are valued, and praised, they express feelings of satisfaction with the position. When these factors are absent, the employee will express dissatisfaction with their position. These are intrinsic factors and can be a source of both job satisfaction *and* job dissatisfaction. Second, an employee brings an expectation regarding appropriate compensation, working conditions pertinent for the position, honesty in company policies and procedures, and a fair and level approach by their supervisor. These are the extrinsic factors and can produce feelings that range from neutral to causing dissatisfaction with the position, depending on the nature of these components (Wernimont, 1966).

Ryan and Deci (2000) stated that "to be motivated means to be moved to do something. A person who feels no impetus or inspiration to act is thus characterized as unmotivated, whereas someone who is energized or activated toward an end is considered

motivated” (p. 34). The authors further stated that individuals differ in the degree of motivation they possess and also in what type of motivation drove them.

Hausknecht, Rodda, and Howard (2009) stated that distinct differences in employee performance may account for various degrees of the intent to leave. The authors reported that employees identified as low performers tended to remain with the organization due to extrinsic factors such as compensation and other employee benefits. On the flip side, high performers remain due to their perception of internal or intrinsic factors such as equitable treatment and opportunities for advancement. Of interest to this research study, Hausknecht et al. (2009) reported specific differences in the reasons for staying with an organization due to job level differences. This study crossed all spectrums of casino employee job levels, opening the door for future research into job satisfaction and the intent to leave among employees working at different operational levels. Goetz, Campbell, Broge, Dorfer, Brodowski, and Szecsenyi (2012) stated that the existence of intrinsic or internal factors of an employee’s job influenced their level of satisfaction whereas extrinsic or external factors assisted in alleviating job dissatisfaction.

The literature is consistent in finding that both intrinsic and extrinsic factors of job satisfaction play an important role in overall job satisfaction. It is the intent of this researcher to explore the factors of intrinsic and extrinsic job satisfaction in the casino industry, thereby establishing a baseline understanding of these factors that should assist future researchers.

As has been examined, the factors of intrinsic and extrinsic motivation play an important role in a person’s behavior, have been examined, and provide the researcher

with a clear path toward investigating these aspects of job satisfaction in an industry with little substantive investigation in this area.

Intention to leave.

Ramlall (2004) noted that organizations, regardless of the market in which they compete, the size of the firm, or industry technological improvements, face employee retention challenges. Ramlall (2004) reported that Fitz-enz (1997) stated that “the average company loses approximately \$1 million with every 10 managerial and professional employees who leave the organization” (p. 32). It is not just the direct and indirect costs that affect these firms. The loss of tribal knowledge that is used to meet the needs and expectations of customers is gone and difficult to replace when valuable employees voluntarily leave. As a result of these direct and indirect costs, leaders of organizations noted for outstanding service spend considerable time not only on the financial and operational metrics of their business, they pay a great deal of attention to the no-so-obvious factors that drive the economics of their business: their people, technology that supports the efforts of frontline workers, and upgrading recruiting and training practices (Heskett, Jones, Loveman, Sasser, Jr., and Schlesinger (2008).

Churintr (2010) stated that employee retention and turnover is a serious problem for many organizations in the hospitality and tourism industry. Numerous factors contribute to the problem of employee turnover and include stress, organizational culture, and lack of job satisfaction. These factors are widely attributable to employee turnover in the hospitality and tourism industry and that each of these variables should be treated differently by management. Further, Churintr (2010) argued that employees working at

different operational and management levels face different types of stress and, in turn, derive different degrees of job satisfaction.

Stedham and Mitchell (1996) added to the research on job retention and turnover in the casino industry by identifying key factors that led to voluntary turnover among non-supervisory casino workers. An employee's feeling of a lack of job security was a major factor that directly affected a worker's intent to leave their current employer. Other factors that led to an employee's decision to voluntarily leave the organization were the level of satisfaction with their supervision and a perceived lack of employer interest in their well-being. Of note was the fact that Stedham and Mitchell (1996) reported that employees expect more from their jobs than simply just compensation. Further, the authors stated that an affirmative job experience could lead to fewer turnovers and also a positive effect on the employee's non-work life, culminating in a more positive attitude toward their job.

As noted in the literature, employee turnover is often related to the employee's relationship with their supervisor. Thomas, Brown, and Thomas (2017) investigated casino employees' intention to leave their employer focusing on the elements of their supervisor (desire to work for a different supervisor) and the organization (desire to work for another company). The authors reported that there was little difference in the intention to leave at the organizational level, but a difference existed based on the supervisory level, indicating that an employee's supervisor could have an influence on employee intention to leave in the hospitality/casino industry. Thomas, et al. (2017) stated that "research confirms that employees may not quit their job, but instead quit their bosses" (p. 81).

van der Vaart, Linde, and Cockeran (2013) noted that “the intention to leave can be defined as an employee’s subjective evaluation of the probability to leave the organization in the near future (Mobley, 1982)” (p. 358). Employees leave organizations for a number of reasons. Voight and Hirst (2015) stated that high performing employees reported that they had lower intentions to leave their organizations as the opportunity for advancement increased. The hypothesis, substantiated, was that employees who desire a promotion to greater responsibility were motivated to work to their preferred position, visualize their work environment in favorable terms, with a reduced intention to leave. Additionally, the researchers reported a connection between employees working toward goals with a positive result and a feeling of positivity and fulfillment, thus more likely to remain with the organization than leave.

Agrusa and Lema (2007) reported that in Mississippi, the casino industry has become one of the state’s largest employers. The demand for employees in several areas outstrips the readily available supply. Compounding the problem is a turnover rate in the hotel industry for hourly employees of 125 % and soaring to 300 % in some situations (Goldwasser, 2000). Agrusa and Lema (2007) stated that a factor in employee turnover is employee perceptions of the management styles of the supervisory personnel. The difference in the perception of the supervisory personnel and their employees was significant: 1) Supervisors felt more strongly than non-supervisory employees that they provided appropriate resources to adequately perform their jobs. 2) Non-supervisory employees felt less strongly than their supervisors that they received adequate praise and recognition for their work. 3) Disagreement over the degree that non-supervisory employees were being made to feel a part of the team and whether decisions were made

by the department as a whole and not just the supervisory staff, clearly indicated that management perceived themselves and their style of leadership in a more complimentary light than did their employees. The need to identify both the cause of and remedy for why employees leave an organization is necessary to assure the long-term profitability and stability of the growing gaming business in this part of the country (Agrusa & Lema, 2007).

Baernholdt and Mark (2009) reported on the differences of working in a rural and urban environment and job satisfaction and turnover rates. The authors stated that the variable of autonomy and the feeling of being responsible and having the ability to influence one's work was directly linked to job satisfaction in both a rural and urban environment. Variables that were identified as factors affecting job satisfaction that differed between rural and urban workers included opportunities for continued education and training. The need to develop improved employee support services, reduce the complexity of the work, and create an environment supportive to the employee, were significant for workers in both rural and urban work domains and are important factors in addressing employee turnover and enhancing employee retention.

The notion that employees who work for luxury type organizations in the hospitality industry may have less intention to leave was explored by Moshin, Lengler, and Kumar (2013). The authors reported that employees who felt a sense of organizational loyalty were less inclined to have intentions to leave. The authors stated that contrary to other reports, employees at luxury properties did not view their relationship with supervisors as a significant factor that could cause them to leave their employment. Moshin et al. (2013) affirmed the numerous findings in the literature

regarding the high cost of employee turnover reporting that “replacing a non-managerial employee costs as much as 30% of the employee’s annual salary, whereas replacing a management employee costs almost 50% of the manager’s annual salary” (p. 56). The sum of high staff turnover contributes to higher operating costs and reduced profitability in luxury hotels. Moshin et al. (2013) reaffirmed that hotels, luxury hospitality properties in particular - must retain skilled staff. Otherwise they may experience a reduction in the hotel’s competitive advantage. The authors noted that the hospitality industry should focus on creating strategies that could lead to a reduction in hospitality industry staff turnover that should result in improved services, increased customer satisfaction, productivity, and profitability. It was further recommended that similar research into non-luxury properties could result in better programs to more effectively empower employees along with improved training and development programs (Moshin et al., 2013).

Numerous factors influence an employee’s intent to leave an organization. Further research into the specific factors that drive a casino employee’s intent to leave is warranted given the explosive growth of the gaming industry in recent years.

Demographic Variables

Demographic variables including age, marital status and length of employment, along with job attitudes such as organizational commitment and job satisfaction are critical predictors of job turnover (Arnold & Feldman, 1982). Samad (2006) stated that an employee’s job satisfaction is precisely related to turnover intentions and the demographic variables of skill variety, task identity, and the significance of the assignment. The degree of autonomy and feedback to the employee also contributed to the intent to leave. Ghiselli, La Lopa, and Bai (2001) put forth that researchers have

consistently connected several variables to employee turnover. Among the chief connections to turnover are the age of the employee, the tenure of the job, education, type of job, and skill level.

As presented, the literature indicates that demographic variables are often connected with discrepancies in job satisfaction and the intention to leave. Due to this connection, the demographic variables of age, gender, number of years employed, education, shift, hours worked per week, and department will be included in this study.

Age

Age is defined as the length of an existence extending from inception to a point in time (Merriam-Webster online, 2016). Newland (2014) argues that age is the unique combination of a person's chronological age (how long he has been around) and biological age (additional elements that add to how he feels about his age and how others view him in terms of age). Michaels and Spector (1982) wrote that employee turnover is first foreshadowed by the intent to quit, which is preceded by a lack of job satisfaction. Michael and Spector (1982) argued that the role of age and tenure are cloudy, and related more to the intent to quit rather than job satisfaction. Specific to the casino industry, Gu and Siu (2009) stated that there is a strong correlation between age and job satisfaction, with the implication that younger workers are less likely to be satisfied with their organization than older workers. However, the authors also noted that job satisfaction can decline over time. Magee (2014) stated that factors such as status objectives along with negative consequences that occur due to disadvantages in accumulating pensions, explain why older women noted that they have less job satisfaction than same age men. In the huge Macao gaming industry, 55.8 % of the casino workers were 18-25 years of age,

which indicates a need for greater understanding of how to satisfy younger workers and inspire a greater degree of organizational loyalty (Gu & Siu, 2009). The literature frequently addresses the variables of age and tenure on job satisfaction and will be included in this study.

Gender

Gender is defined as the behavioral, cultural, or psychological traits typically associated with one's sex (Merriam-Webster online, 2016). Ethnicity is defined as a particular ethnic affiliation or group (Merriam-Webster online, 2016). Bellou (2010) argued that regardless of the employee's gender, how well their organization emphasized fairness was an important consideration in regards to their job satisfaction. Of note, men viewed career development and the brand of their employer as contributors to job satisfaction whereas women looked for a singular approach across the boundaries of the firm, likely because they are interested in fairness and equal opportunity (Bellou, 2010). McNeilly and Goldsmith (1991) stated that gender can account for discrepancies in an employee's degree of job satisfaction and the intent to leave. McNeilly and Goldsmith (1991) further argued that the research supports the hypothesis that "men leave the job when dissatisfied with achievement needs and women when dissatisfied with the interpersonal needs and working conditions" (p. 228). The role of gender is also often addressed in the literature, but regarding the hospitality and tourism industry, the focus is not specifically the casino industry and will be included in this study.

Education

The level of education is defined as the highest level of schooling that a person has reached (Statcan, 2016). Sousa-Poza and Henneberger (2004) stated that a positive

effect existed between the level of education on an employee's intent to leave. Hersch (1991) argued that overqualified workers (educational attainment in excess of that required for adequate performance of the worker's job) are less satisfied with their positions and had a higher desire to quit than those employees whose level of educational attainment more closely met the job specifications. Kirkschenbaum and Weisberg (2002) reported that an employee's level of education is highly related to the intent to move to a comparable position, but in a different area of the work environment. The authors' findings point to the fact that employees with a lower level of education will remain with their current firm but strive to get ahead via an internal career ladder. Employees with a higher level of educational attainment will seek employment outside the organization, using their education as human capital to improve their work position. The demographic variable of the level of education is often addressed in the literature and will be included in this study.

Number of Years Worked

Carnall and Wild (1972) reported that length of service was one of several variables that had a demonstrable effect on an employee's self-actualization and overall job fulfillment. Duffy, Shaw, and Ganster (1998) argued that employees with longer tenure that exhibited positive affectivity (enthusiasm and excitement) about their job tended to become discontented with less satisfying jobs within the organization which resulted in declining levels of performance. Natarajan and Nagar (2011) stated that employees with longer tenure produced a greater degree of commitment than colleagues with shorter tenure. Baum and Kagan (2015) wrote that their research indicated there was an adverse connection between job satisfaction and the intent to leave. Two groups, part-

time employees and younger employees, indicated a greater intent to leave than other employees. Part-time employees tended to be assigned evening and night shifts, which meant they were less invested in relationships with other workers. Chaudhuri, Reilly, and Spencer (2015) reported that increased job tenure enhances job satisfaction for male and female workers alike and that the idea of a consistent U-shape between age and job satisfaction was not supported by their results. The factor that the number of years an employee works in the job can affect their job satisfaction is supported by the literature and will be investigated in this study of casino employees.

Shift worked.

Shift work is the type of work schedule in which groups of workers rotate through set periods throughout the day, typically performing the same kind of work (Business Dictionary, 2016). Casino operating hours vary based on state law. Certain states mandate that casinos must close for a few hours while others allow daily around-the-clock gambling. Regardless of the particular casino operating hours, the nature of the casino business requires multiple employees to work different shifts to serve the customers. Numerous studies have been conducted on the impact of shift work on employee job satisfaction. Zedeck, Jackson, and Summers (1983) stated that the factors of employee enthusiasm, annoyance, and pressure led to poorer psychological well-being as the worker goes about their shift schedule, as well as reduced psychological well-being for those working non-traditional shifts – i.e., swing and late-night. Sveinsdottir (2006) reported that no differences emerged between research subjects based on the type of work with regard to job satisfaction and overall health. The employees that worked a combination of rotating day/evening/night shifts stated that, on average, they experienced

a longer working day, a higher level of stress, and had less control over the pace of their work. On the other hand, Sveinsdottir (2006) stated that employees working a schedule that consisted of rotating days/evenings experience a greater degree of health issues. Due to the multiple shift schedules that casinos must maintain, examining the effect of shift work and the number of hours worked per week will be part of this study.

Number of hours worked

Thomas et al. (2017) wrote that a dearth of analysis within the casino industry created a significant challenge for the industry due to its particular attributes. There is a lack of research related to the number of hours worked and shifts worked in the casino industry. Chan and Jepson (2011) noted that employees in the hospitality industry frequently stand for long hours, a practice that could result in physical strains that have negative effects on their health and well-being. As a result, shift workers may be less contented with their positions, irrespective of how fair the organization treats them as employees. Compounding the issue of the shift and number of hours worked is the perception of the value of full-time versus part-time workers. Johanson and Cho (2009) argued that manager's attitudes toward the commitment and achievements of part-time employees have been not as good as the work performed by full-time employees and that these attitudes may not be correct. Working different hours and different shifts are an inherent aspect of employment in the casino industry and will be included in this study.

Department in which the employees work

The organizational structure of a business typically consists of various departments that contribute to the company's mission and goals ("Structure of Corporations," n.d., para.1). Molla (2015) contended that job satisfaction is a mix of

feelings, some positive, some negative, about how an employee feels toward the work they do. The author argued that different employees will express different opinions about the values that are important in the workplace and that people differ in their interests, attitudes, and needs. Lu, Lu, Gursoy, and Neale (2016) noted the importance of understanding potential differences in an organization's department level of job satisfaction and differences between supervisory personnel and line-level employees. Lu et al. (2016) reported that among hotel employees in mid-to-up-scale hotels, supervisors exhibited a greater degree of work engagement and turnover intention than line-level employees, but job satisfaction did not vary across employee positions. Due to the number of different departments that comprise a casino operation, examining the variable of the department in which the employee's work will be part of this study.

Job Satisfaction: Casino Industry

According to the U.S. Bureau of Labor Statistics, the leisure and hospitality industry is comprised of two super sectors: 1) arts, entertainment, and recreation, and 2) accommodations and food services. The arts, entertainment, and recreation sector consists of three subsectors: 1) performing arts, spectator sports, and related industries, 2) museums, historical sites, and similar institutions, and 3) amusement, gambling and recreation industries (U.S. Bureau of Labor Statistics, Arts, Entertainment, and Recreation Sector, 2017). The U.S. Bureau of Labor Statistics, North American Industry Classification System, states that "Industries in the Amusement, Gambling, and Recreation Industries subsector (1) operate facilities where patrons can primarily engage in sports, recreation, amusement, or gambling activities and/or (2) provide other amusement and recreation services, such as supplying and servicing amusement devices

in places of business operated by others; operating sports teams, clubs, or leagues engaged in playing games for recreational purposes; and guiding tours without using transportation equipment” (para. 1, U.S. Bureau of Labor Statistics, Amusement, Gambling, and Recreation Industries, 2017). According to the U.S. Department of Labor occupational outlook handbook, gaming services workers serve customers in gambling establishments such as casinos or racetracks (U.S. Bureau of Labor Statistics, Occupational Outlook Handbook, 2017). With this understanding that casino workers are part of the amusement, gambling, and recreation industry, a sub sector of the arts, entertainment, and recreation sector, which is a super sector of the larger leisure and hospitality industry, it is appropriate to examine job satisfaction in the casino industry.

The casino industry is driving economic growth, resulting in new job creation. Bai et al. (2006) reported that Clark County, Nevada – in which the city of Las Vegas is located - has experienced the most rapid growth of any major city in the United States over the last 15 years. Las Vegas has experienced a population growth with a 10 year increase of 83%. The state of Nevada is projected to experience the fastest growth of any U.S. state over the next 25 years. Schwartz and Rajnoor (2016) stated that in 2015, the 47 Las Vegas Strip casinos reported total revenues of \$16.7 billion dollars, employed over 100,000 people, and delivered a payroll of over \$5 billion. Of note was that despite adding only nine new casinos net in the past two decades, the Las Vegas strip added over 30,000 employees during that same period. From 1990 through 2015, revenues of the Las Vegas strip casinos increased 324.99% while payroll increased 261.35% indicating that the casino employees had become more productive (Swartz & Rajnoor, 2016). Given the dramatic increase in the popularity, the number of employees, and the profitability of

casino operations in Las Vegas and other gaming centers, an examination of casino employee job satisfaction is long overdue.

Investigating casino employee job satisfaction in Las Vegas, Nevada, the gambling center of the United States, Bai, Brewer, Sammons, and Swerdlow (2006) stated that job satisfaction is “a somewhat firm attitude that employees have related to their company as a whole as well as their job in particular” (p. 39). The authors argued that an employee’s commitment to their organization is of vital concern to organizations in the hospitality industry that strive for a unique competitive advantage. Further, employee job satisfaction plays a major role in providing the desired level of service quality to customers. Casino organizations must do more to reinforce the concept of organizational commitment to their employees. Bai et al. (2006) stated that casino owners and managers should consider devising creative ways to provide a higher level of service to their employees that would lead to a higher level of job satisfaction that in turn would lead to a higher level of organizational commitment.

The Chinese territory Macao dwarfs Las Vegas regarding gaming revenue and is considered the epicenter of the gambling industry (Riley, 2014). Analyzing the drivers of job satisfaction, Gu and Siu (2009) reported that in Macao casino hotels, inferior interpersonal skills are significant areas of concern, as they contribute to low job satisfaction which in turn relates to job performance. The need to develop a “customer is king” attitude is of vital importance for Macao casino workers in that it is necessary to make guests feel appreciated. The lack of interpersonal skills resulting in lower levels of job satisfaction may prevent the Macao casino workers from providing casino visitors with a truly world-class gaming experience.

Building on the work of Gu and Siu (2009), Chan, Wan, and Kuok (2015) stated that Macao casino employee burnout is a major factor in employees' intention to stay or leave the organization. Various employee demographic information emerges that indicates 1) burnout was more likely to occur in younger male employees doing shift work, and 2) young, unmarried female casino employees that possess specific, specialized skills and who are in the early stages of their career burn out more rapidly than older employees. Demographic factors such as the employee's age, gender, tenure of employment in the profession, shift work, and job position are all associated with casino worker burnout and can negatively affect job satisfaction.

Linking the work of Bai et al. (2006) to the efforts of Chan et al. (2015) which was conducted in Macao, a half a world away from Las Vegas, are the similar demographic variables of age and employment status that were found to be major factors that influence the degree of employee organizational commitment.

McCain, Tsai, and Bellino (2010) examined organizational justice, employees' ethical behavior, and job satisfaction in the casino industry. Organizational justice and following responsible gaming practices enhance employee job satisfaction. Ethical behavior is also a predictor of casino employee job satisfaction. Casino operators should avoid luring problem gamblers back to casino operations to prevent possible unethical employee behavior, which leads to lower job satisfaction as well as opening casinos to potential lawsuits and unfavorable public relations (McCain et al., 2010). The researchers stated that casino employees' ethical behavior is influenced by distributive justice, which is the perceived fairness of organizational outcomes (Niehoff & Moorman, 1993) and

procedural justice which is the fairness of the organization's formal decision making process (Greenberg, 1990).

Building on McCain et al. (2010) and their work on ethics in the casino industry, Wichinsky and Miller (2014) stated that ethical decisions should be a cognizant aspect of the casino organization's decision-making process. The desire for a return on the casino owner's investment must be balanced by issues of image and behaviors that could lead to oppressive gaming regulations. An additional ethical issue casino operators should be aware of is balancing the siren call of expansion to markets where legislatures who desire casino operation tax revenues beckon, and the wishes of communities in which these operations might be located.

Casino jobs include gaming dealers, surveillance officers, security staff, gaming supervisors, gaming managers, locksmiths, cage cashiers, slot technicians, valet dispatchers, sales consultants, bartenders, accountants, cocktail waitresses and waiters, and cooks and sous chefs. From this wide-ranging array of job positions, hotel chefs play a significant role in the food operation and degree of customer satisfaction within that critical element of casino operations. Food quality and the volume of productivity play roles in the success of the overall casino foodservice process. Investigating factors of job satisfaction in Las Vegas hotel chefs, Chung, Yin, and Dellmann-Jenkins (2009) contented that the intrinsic factor of the work itself was the major determinant in the casino chefs' degree of job satisfaction. Chefs were least satisfied with the degree of the intrinsic factors of growth opportunities and recognition by management. Supervision ranked as the most satisfying of the extrinsic factors of their job, while company policies such as sick leave and paid vacation ranked as the least satisfying extrinsic factor (Chung

et al., 2009). Overall, Chung et al. (2009) stated that addressing the intrinsic factors of recognition, autonomy, and the feeling of being valued members of the organization were important elements necessary to increase casino chefs' degree of job satisfaction.

Thomas, Thomas, Brown, and Kim (2014) examined the role of the supervisor's gender and how it could influence the satisfaction level of their employees. The casino/hospitality industry is dealing with operational issues due to a number of factors, including its labor-intensive nature, large turnover rates, and a significant percentage of female employees. Thomas et al. (2014) reported that in the casino-entertainment industry, male supervisors enjoyed a slightly higher employee satisfaction rating than female supervisors. The authors noted a number of important learnings resulted from their work: a) a significant number of females are entering the hospitality industry, the chances of a greater percentage of females in leadership positions are encouraging, b) female-owned hospitality businesses make up 25% to 33% of business organizations, deliver vibrant financial performance, and remain in business longer than hospitality firms operated by men, c) due to increasing female enrollment in college level hospitality programs, educators should make leadership skills a key component of the curriculum. In the hospitality industry - and specifically the casino industry - the impact of employees dissatisfied with the disparity in promotional opportunities and differing levels of financial compensation due to gender are harmful and must be addressed.

As casino operations spread globally, those promoting casino growth typically focus on the number of jobs created with scant consideration as to the quality of those jobs and their effect on the employee. Zeng, Forrest, and McHale (2013) stated that job satisfaction is linked to one's overall satisfaction with life. Casino employees in Macao

report that happiness appears to be related to one's perception of their level of pay, job security, and working hours. The perception of fairness of pay, relations with their managers, the degree to which their job is secure, and the hours worked are significant factors in not only the degree of Macao job workers' satisfaction but happiness with their life (Zeng et al., 2013).

Wang, Tsai, Lei, Chio, and Lai (2016) stated that in the Macao gambling industry, a positive relationship exists between job satisfaction and organizational commitment as well as a positive relationship exists between job satisfaction and the intent to leave. Wang et al. (2016) argued that this finding was contrary to other studies and likely attributable to a low rate of Macao unemployment at the time (1.8%), and that job opportunities in the casino industry were ample. Wang et al. (2016) also reported that promotions in Macao casinos were limited and based in large part on seniority and experience resulting in a propensity for job-switching. Interestingly, the authors stated that most Macao casino employees had only high school educations and felt this was a serious detriment in professions other than the gambling industry (Wang et al., 2016).

Yu and To (2013) reported that the gaming industry worldwide is experiencing double-digit growth annually despite economic upheavals. Further, the gaming industry requires enormous numbers of employees both in front-line positions and in supporting roles, and the recruitment and retention of employees are crucial to the industry's long-term success. Yang and To (2013) wrote that a critical element in gaming employee job satisfaction is the dissemination of information to the employees by management. The researchers stated that formal face-to-face information generation, as well as more casual, informal information generation, were received in a positive manner by gaming

employees. The importance of the Yu and To (2010) findings appears to be that management can positively influence employee attitude through informal communications and the content of these communications should be more visionary in nature as opposed to focusing on administrative areas. It was noted that informal occurrences between management and employee (such as hall talks and spontaneous conversations) influenced the impact of information propagation (Yu & To, 2010). Interestingly, Yu and To (2010) reported that while numerous casinos are managed by local teams, they are actually controlled and financed by outside firms. This scenario opens the door for additional research into factors of job satisfaction, intention to leave, and employee retention for both local management and far-flung ownership.

Job Satisfaction: Hospitality Industry

Reynolds (n.d.) argued that there are three primary categories that comprise the hospitality industry. Food and beverage, accommodations, and travel and tourism. The hospitality, tourism, and leisure industry are big business. In 2015, travelers spent over \$278 billion dollars on accommodations. This sector alone supports over 1.9 million jobs in the United States. In 2015, people traveling spent \$255 billion on food services and drinking establishments which in turn supported 1.9 million jobs in the United States. One out of every 18 Americans are employed, directly or indirectly, in the travel or a tourism related industry (“Travel, Tourism & Hospitality Spotlight,” n.d.). The World Travel and Tourism Council 2014 Report noted the following: a) hospitality is, globally, the fastest growing industry adding one new job every 2.5 seconds; b) the hospitality industry growth rate of 4.3% per year exceeds the 3.0% growth rate for the global

economy; c) the hospitality industry contributes US\$7 trillion annual to the world gross domestic product; d) the hospitality industry employees roughly 266 million people, representing 9.1% of all jobs worldwide; and e) the industry is expected to create another 75 million jobs in the coming decade (“What is the Hospitality Industry,” n.d.). By any measure, the hospitality industry is a major factor in the U.S. and the global economic picture.

McPhail, Patiar, Herington, Creed, and Davidson (2015) reported that despite the growth of the hospitality industry, overall the industry has considerable room for improvement regarding employee job satisfaction. Low pay and inappropriate recognition are factors that lead to low levels of job satisfaction and ultimately, employee turnover. McPhail et al. (2015) stated that employees are anxious about their jobs and careers and look for opportunities for advanced training and development. McPhail et al. (2015) wrote that other researchers (Walters & Raybound, 2007; and Yavas et al. 2013) argued that those organizations that offered employees opportunities to make impactful decisions, offered growth opportunities, and provided real support turned in higher levels of job satisfaction and performance.

Chiang, Birtch, and Cai (2014) stated that “employee job satisfaction is strategically important to all organizations” (p. 398). The authors stated that numerous researchers (Chiang, Birtch and Kwan 2010; Kim, Shin, and Umbreit 2007; O’Neill and Davis 2011) reported that job satisfaction, despite its recognized importance, is often difficult to find and maintain in the hospitality industry, particularly for front-line employees who face a high degree of stress, depression, and burnout. Chiang et al. (2014) reported that their respondents stated they felt unsatisfied with their positions and stressed

in the process of dealing with customers due to their inability to facilitate an independent decision without consulting their supervisor. On the flip-side, the authors reported that they found when front-line employees were provided with appropriate training and allowed the discretion to make independent decisions, they were more likely to exhibit a greater degree of job satisfaction.

He, Murrmann, and Perdue (2010) investigated whether employees who were empowered by their organizations actually provided better service, and if so, did they exhibit a greater degree of job satisfaction? The researchers found that employee empowerment was instrumental in inspiring employees to offer a greater level of service quality. The term “empowerment” signifies that the employee has more authorization to make decisions without consulting a supervisor or manager. Decentralizing the decision process and reducing the wait time to resolve an issue led to a higher degree of customer satisfaction. He et al. (2010) stated that how the employees viewed their ability to provide a high level of customer service led to a positive degree of job satisfaction. In other words, empowered employees providing a high level of customer service, in turn, enjoyed a high degree of job satisfaction.

Jung and Yoon (2016) stated that employees in the hospitality industry experienced a great degree of emotional labor due to the necessity of dealing with customers on a face-to-face basis. The researchers noted that augmenting their employees’ emotional intelligence (EI) and utilizing modern-day human resource tools to assist in selecting candidates with EI could positively influence the organization’s performance. Tools such as virtual service scenarios and implementing mentoring and

coaching programs were among the mechanisms modern-day service organizations could facilitate to enhance employee (EI) and job satisfaction (Jung & Yoon, 2016).

Rothfelder, Ottenbacher, and Harrington (2013) stated that leadership has considerable influence and impact on employee job satisfaction in the hospitality industry. The authors wrote that in the hospitality industry, front-line employees were a vital factor in ensuring guest satisfaction due to their direct customer-employee involvement and that employee job satisfaction is of importance and highly applicable. Rothfelder et al. (2013) argued that leadership practices are an important factor in hospitality employee job satisfaction. The authors reported that of the leadership styles investigated, (transactional, transformational, and laissez-faire), the components of the transformational style of leadership had an affirmative effect on employee job satisfaction. Rothfelder et al. (2013) noted that in the hospitality industry, guests seldom interfaced with management and that employee satisfaction was of critical importance as satisfied employees have a far greater propensity to offer top-notch service to customers. Rothfelder et al. (2013) stated that the transformational style of leadership was likely optimum for the hospitality industry due to its typically positive influence on employee job satisfaction.

The importance of leadership positions, specifically the role of the supervisor in the hospitality industry has been noted in the literature. Karatepe (2010) noted that in the hotel industry, employees frequently engage in face-to-face or voice-to-voice contact with customers and play a vital role providing service and securing long-term relationships. Unfortunately, the author argued that despite their importance to the industry, many front-line hospitality employees deal with emotional debilitation factors

of role conflict and role vagueness, two indicators of the demand of a particular job. Karatepe (2010) reported that research into the important role of a supervisor in the hospitality industry indicated that those front-line employees with a supportive supervisor experienced less impact from emotional exhaustion. The support delivered by the right supervisor appears to shield employees from over-stressful situations, thus reducing emotional exhaustion. The author also stated that positive supervisory support can diminish the harmful impact of emotional exhaustion on employee job satisfaction.

Tepeci and Barklett (2002) stated that regardless of hospitality industry employees' important impact on the industry's operational outcome, factors that influence job satisfaction and behavioral intentions have relatively scant research. The authors argued that their findings supports the claim that the hospitality industry possesses a unique culture but one that correlates to multiple industry outlets including hotels and restaurants. The respondents indicated a preferred culture that included employee development, fair compensation, honesty and ethics, and people orientation that were labeled "personal interest" variables (Tepeci & Bartlett, 2002). The importance of the Tepeci and Bartlett (2002) findings was that their research now offered hospitality organizations a method to assess their current culture and what their employees would describe as their ideal culture. Once these variables have been established, management can analyze to determine if differences exist and what, if anything, they can do to change paradigms.

Yang (2010), concurring with many researchers, wrote that in today's hospitality industry, a people-oriented business, the performance of front-line employees plays a crucial role in providing service to the customer. Yang (2010) stated that after

investigating factors of role stress, burnout, socialization, and work autonomy on job satisfaction, that individual job satisfaction is strengthened by reducing employee stress and mitigating burnout by training, providing mentoring opportunities, developing pragmatic job previews and encouraging more work related self-determination and decision making. Crucial to the understanding of Yang (2010) is the continuing thread of a competitive industry that must deliver a high level of customer service and satisfaction 24 hours a day, 7 days a week. Yang (2010) suggested that managers in the hospitality industry could improve operational effectiveness by developing a workplace that encouraged autonomy, provided effective communication processes to reduce front-line role stress, and offered a greater degree of organizational socialization opportunities.

Matzler and Renzl (2007) noted that in the hospitality industry, a number of organizations audit employee job satisfaction and develop programs to boost satisfaction and ensure the continued loyalty of the employee. The authors stated that their research into the hotel industry included nine areas of employee job satisfaction and reported that factors of peers, superior (supervisor), development, and job content were classified as utility preservers. Factors of compensation and responsibility led to overall increases in satisfaction. Matzler and Renzl (2007) argued that in the hospitality industry, human resource management should have the ability to determine the right priorities necessary to enhance employee satisfaction. The authors noted an important fact of life in the hospitality industry which is some organizations use both seasonal and non-seasonal employees to meet customer's needs at various peak and non-peak periods. There appears to be a systematic difference between seasonal and nonseasonal employees, and that

factors of job satisfaction may vary between these two categories which also must be addressed by human resource managers (Matzler & Renzl, 2007).

The importance of job satisfaction in the hospitality industry is supported by the literature. Of note is the correlation between customer satisfaction and employee job satisfaction. Numerous factors go into hospitality industry job satisfaction and warrant continued investigation.

Literature Review Summary

In this literature review the researcher examined job satisfaction research studies from the following perspectives:

1. A review and discussion of the literature that established the nature of job satisfaction.
2. A review and discussion of the literature that examined the factors of intrinsic and extrinsic job satisfaction.
3. A review and discussion of the literature that examined job satisfaction in the hospitality industry.
4. A review and discussion of the literature that examined job satisfaction in the casino industry.
5. A review and discussion of the literature that examined the intention to leave.
6. A review and discussion of the variable factors being examined in this research study.
7. A discussion of the research methodologies and criticisms associated with these different investigative designs.

The researcher demonstrated that employee job satisfaction is an important element in the successful operation of an organization and that employee job satisfaction has enjoyed numerous attention and research in recent decades (Baldwin, Bommer, & Rubin, 2008); Weiss; 2002; Wren & Bedeian, 2009; Steers, Mowday, and Shapiro, 2004; Lawter, Kopelman, & Prottas, 2015; Robbins & Judge, 2009; Ching, 2015; Dugguh & Ayaga, 2014; Deci & Ryan, 2000; Weiss & Cropanzano, 1996; Heckman & Oldham, 1976; Ioana-Lavinia, Alexandrina, & Dalina, 2008; Melian-Gonzalez, Bulchand-Gidumal, & Lopez-Valcarcel, 2015; and Edmans, 2012). Research in the area of job satisfaction was evolutionary, moving from scientific management theory to behavioral research, and ultimately, factors that influenced job satisfaction leading to improved organizational performance.

It was demonstrated that intrinsic and extrinsic factors are important elements of job satisfaction (Saleh & Hyde, 1969; Mottaz, 1985; Yang, 2008; Moorman, 1993; Randolph, 2005; Spillane, 1973; Benton, 2016; Chatfield, Mayer, & Fried, 2013; Wren & Bedeian, 2013; House & Wigdor, 1967; Furnham, Eracleous, & Chamorro-Premuzic, 2009; Hullin & Waters, 1997; Wernimont, 1996; and Ryan & Deci, 2000). With the single exception of a study of the intrinsic and extrinsic factors affecting casino hotel chefs, no additional literature was found on the subject relative to casino employees.

Research into job satisfaction in the hospitality industry was also reviewed (McPhail, Patiar, Herington, Creed, & Davidson, 2015; Chiang, Birtch, & Chai, 2014; He, Murrmann, & Perdue, 2010; Jung & Yoon, 2016; Rothfelder, Ottenbacher, & Herrington, 2013; Karatepe, 2010; Tepeci & Barklett, 2002; Yang, 2010; and Matzler &

Renzl, 2007). The researcher demonstrated that job satisfaction in the hospitality industry is fleeting, and often led to employee turnover.

The researcher validated that research into job satisfaction in the casino industry was far less prevalent than the general area of hospitality. Thomas et al. (2017) stated that “the lack of research within the casino-entertainment industry presents challenges for industry practitioners because of the unique attributes of the casino-entertainment industry compared to its non-gaming counterparts: greater employee totals, higher customer volumes, larger physical properties, and 24/7 operations (Kilby, Fox, and Lucas, 2005)” (p. 71). It was however, demonstrated through the literature that job satisfaction plays an important role in a casino worker’s intention to remain with their respective organizations (Bai, Sammons, & Swerdlow, 2006; Riley, 2014; Gu & Siu, 2009; Chan, Wan & Kuok, 2015; McCain, Tsai, & Bellino, 2010; Wichinsky & Miller, 2014; Chung, Yin, & Dellmann-Jenkins, 2009; Thomas, Thomas, Brown & Kim, 2014; Zeng, Forrest, & McHale, 2013; Wang, Tsai, Chio, & Lai, 2016; and Yu & To, 2013).

It was shown that the intention to leave, retention and turnover is a continuing issue and a challenge for many organizations, regardless of the markets in which they compete (van der Vaart, Linde, & Cockerman, 2013; Voight & Hirst, 2015; Thomas, Brown, & Thomas, 2017; Ramlall, 2014; Fitz-enz, 1997; Heskett, Jones, Loveman, Sasser, Jr., & Schlesinger, 1994; Churinter, 2010; Argusa & Lema, 2007; Stedham & Mitchell, 1996; Goldwasser, 2000; Burnholdt & Mark, 2007; and Moshin, Lengler, & Kumar, 2013).

Several variables were investigated and determined relevant for this research study (Arnold & Feldman, 1982; Samad, 2006; Ghiselli, La Lopa & Bai, 2001). Age was

reviewed (Michael & Spencer, 1982; Magee, 2014; (Gu & Siu, 2009). Gender was reviewed (Bellou, 2010; McNeilly & Goldsmith, 1991). The level of education was reviewed (Sousa-Poza & Henneberger, 2004; Kirkshenbacu & Weisberg, 2002). The number of years employed was reviewed (Carnall & Wile, 1972; Shaw & Ganster, 1998; Natarajan & Nagar, 2011). The variable of shift work was reviewed (Zedeck, Jackson, & Summers, 1983; Sveinsdottir, 2006). The number of hours worked per week as reviewed (Thomas, Brown, & Thomas, 2017; Johnson & Cho 2009). The department in which employees work was reviewed (Molla, 2015; Lu, Lu, Gorsey, & Neil (2016).

It is important to note that this study will examine the intrinsic and extrinsic factors of job satisfaction of the casino employees. These factors, along with two additional questions in the Minnesota Satisfaction Questionnaire can yield an overall general job satisfaction scale. All three factors will be reported in Chapter 4, "Findings."

Examining the relationship between job satisfaction and intention to leave among casino workers would be of value to casino managers. Casino operations have become a significant economic entity in the United States in terms of revenue and employment. An industry with an employee turnover rate that ranges as high as 70 % to 80 % (Agrusa & Lema, 2007) coupled with the 47.5% quit rate of all hospitality and leisure employees (U.S. Bureau of Labor Statistics, 2016) represents a significant challenge - and opportunity - for casino owners and managers in their quest to improve the customer experience and long-term profitability.

Chapter Three: Methodology

The purpose of this chapter is to describe the research design and methodology to be used in this study. In sum, the researcher will examine to what extent do intrinsic and extrinsic factors of job satisfaction influence an employee's intention to leave. Do the variables of age, gender, education, the number of years employed by the casino, shift, the number of hours worked per week, and the department in which they work influence the employee's job satisfaction and intention to leave?

The research instrument of Weiss, Dawis, England, and Lofquist (1967) was utilized to investigate casino workers' job satisfaction. The research instrument of Hinshaw and Atwood (1984) was utilized to investigate the casino workers' perception of voluntarily leaving their casino positions.

This chapter will provide a review of the research design and methodology to be used in this study, the population and sample will be presented, along with an overview of the setting and instrumentation. This section will conclude with a review of the proposed data analysis procedures. This chapter consists of five sections.

Research Design and Methodology

Zikmund, Babin, Carr, and Griffin (2010) stated that research design is "a masterplan that specifies the methods and procedures for collecting and analyzing the needed information" (p. 66). This quantitative study will utilize a descriptive design using survey-based methodology to collect data. The purpose of this study is to examine the extent to which factors of job satisfaction influence an employee's intention to leave in two casino operations. This research will be a correlational study because the researcher proposes to study the relationship between two or more variables; the relationships

among and between the factors of intrinsic, extrinsic, and general job satisfaction and to what extent the demographic variables of age, gender, education, the number of years employed by the casino, shift, the number of hours worked per week, and the department in which the employee's work influence job satisfaction and intention to leave.

Thompson, Diamond, McWilliam, Snyder, and Snyder (2005) stated that correlational studies are "quantitative, multi-subject designs in which participants have not been randomly assigned to treatment conditions" (p.182). The study design and data collection method are based on the tools available to the researcher to answer the two research questions to be investigated and to test for the relationship between the variables.

Specifically, the research questions to be investigated are 1. To what extent do intrinsic and extrinsic factors of job satisfaction influence an employee's intention to leave? 2. To what extent can age, gender, education, the number of years employed by the casino, shift, the number of hours worked per week, and department in which they work influence job satisfaction and intention to leave?

This research will utilize scale-based questionnaires and the convenience sampling technique. Job satisfaction factors and intention to leave will be studied using the scores of the 20 item short form MSQ developed by Weiss et al., (1967) and the 12 item Anticipated Turnover Scale developed by Hinshaw and Atwood (1984). A link was made available to all employees of both casinos enabling them to connect with the researchers online, self-administered survey. Those employees uncomfortable with Internet based surveys had the option of completing a paper-based survey instead of the online version. Once the survey collection period was closed with all possible responses obtained, only completed questionnaires were used in the data analysis stage.

This study utilized a self-administered Qualtrics electronic survey questionnaire. Both casino locations had computer stations the employees utilized to take the survey. The organization's Human Resource Department determined how many paper surveys were required for employees who lack sufficient computer skills or are more comfortable completing a paper version. The survey was comprised of 33 questions; 20 from the Minnesota Satisfaction Questionnaire (MSQ) short form, 12 questions from the Anticipated Turnover Scale survey and one question relating to intention to move between departments rather than leave requested by the organization's management. The respondent's responses were measured by Likert scale response options.

Zikmund et al., (2010) stated that a survey is "a research technique in which a sample is interviewed in some form or the behavior of respondents is observed in some way" (p. 67). Fricker, Jr. and Schonlau (2002) wrote that Internet based surveys have become popular because of three beliefs: 1) Internet surveys are economical, 2) Internet surveys may provide the researcher a speedier response than more traditional methods such as mail, and 3) Internet surveys, due to their convenience, may yield a higher response rate. Hunter (2010) reports Rattray and Jones (2005) argue that the use of questionnaires enables the gathering of data in a consistent manner, which when taken from a representative sample, provides the conjecture of the results to a broader population. Rattray and Jones (2005) point out that "central to the understanding of results derived from questionnaires are the issues of reliability and validity which underpin questionnaire development" (p. 235). Hunter (2010) writes that the convenience and speed offered by e-questionnaires likely mean that this survey process will replace paper questionnaires. Hunter (2010) further argues that research suggests that suitable

response rates and valid data quality can be assured if the right strategies are used including; 1) target and audience that will find the questions relevant, 2) carefully describe why the potential respondent has been targeted and emphasize the importance of their contribution, 3) make sure the survey is sent by a known individual who is trusted throughout the organization, and 4) make accessing the survey as convenient as possible.

Population and Sample

The survey will be conducted among casino employees who work in two of a large, publically traded hospitality and tourism organization's casino operations. Banerjee and Chaudhury (2010) stated that "a population is an entire group about which some information is required to be ascertained" (p.1). The population for this study will consist of all (3,600) employees of both casino operations. The two casinos employ 2,600 and 1,000 workers respectively. The regional director of continuous improvement and project management provided the exact number of casino employees by location (J. Forrest, personal communication, November 29, 2016).

This survey-based study will utilize a non-probability sampling process. Zikmund et al., (2010) stated that non-probability sampling is "a sampling technique in which units of the sample are selected on the basis of personal judgement or convenience; the probability of any particular member of the population being chosen is unknown" (p. 395). Additionally, quota sampling will be utilized due to the availability of the exact population size. Quota sampling is defined as "a non-probability sampling technique where the sample has the same proportions of individuals as the entire population with respect to known characteristics, traits, or focused phenomenon" (Quota Sampling, n.d).

The total population size of 3,600 falls between the population size categories of 3,500 and 5,000 which designated a required sample size of 346 to 357 respectively, based on a confidence level of 95 % and a margin of error of 5.0 % (Sample Size, 2016). The suggested sample size of 348 (FluidSurveys, 2016) indicates that a response rate of 9.7 % would yield the appropriate percentage to achieve statistical validity. Research indicates that the response rate to electronic surveys ranges from 33% (Nulty, 2008) to 1% - 20 % (Survey Response Rates, 2016). The management of the two casino operations stated that their organization achieves a typical electronic survey response rate between 20% and 30%, which would yield the desired rate of return to assure statistical validity (J. Forrest, personal communication, November 29, 2016).

Setting

Both casinos are located in North Carolina. The first casino which opened in 1997 has evolved from a simple bingo operation into a large, resort complex which is reportedly the largest private tourist attraction in the state. As of 2011, the casino operation consisted of 175,000 square feet of gaming space, retail shops, restaurants, three hotel towers that total 1,108 rooms, a 15,000 square foot conference center, and a 3,000 seat event center (Johnson, Jr., Kasarda, & Appold, 2011). The first casino operation recently announced that it will soon proceed with a \$200 million expansion plan to add an additional 600-800 hotels rooms and an additional 100,000 square feet of convention space (Boyle, 2017). The second casino, a smaller operation, located 48 miles from the first operation opened in September of 2015 and consists of 50,000 square feet of gaming space, 70 table games, and is supported by numerous locally owned hotels and restaurants. The senior management of both casino operations is led by the regional

senior vice president and the regional director of continuous improvement and project management. At the request of casino senior management, a comparison will not be made between the two casino operations. The employee responses from both operations will be combined for analysis purposes.

Instrumentation

The Minnesota Satisfaction Questionnaire (MSQ) short form and the Anticipated Turnover Scale (ATS), two existing validated survey instruments will be used in this study (The MSQ short form and the ATS are included in Appendix A). Permission to use both instruments was received (Appendix B and C). Casino worker job satisfaction will be measured using the MSQ while the ATS will measure the casino workers' perception of voluntarily leaving their casino positions. The MSQ questionnaire measures aspects of intrinsic and extrinsic job satisfaction. Avery, Bouchard, Segal, and Abraham (1989) reported that the MSQ is a respected measure of job satisfaction and has been utilized in a multitude of studies. The MSQ is available in three different forms; the MSQ long form 1977 and 1967 versions, and the MSQ short form. The MSQ is suitable for individuals and applicable for those who can read at a fifth grade level or above. The three forms of the MSQ are gender neutral. The MSQ long form requires 15 to 20 minutes to complete while the short form requires around 5 minutes (Weiss et al., 1967). For the purpose of this study, the researcher will utilize the MSQ short form.

The MSQ manual states that "factor analytic procedures have produced an "intrinsic" satisfaction scale and an "extrinsic" satisfaction scale" (Avery et al., 1989, p. 188). There are twelve questions on the MSQ intrinsically related regarding achievement, the chance to do things for others in the job, and the utilization of one's ability. The 12

questions that comprise the intrinsic scale are items 1,2,3,4,7,8,9,10,11,15,16, and 20.

There are six questions extrinsically related regarding the quality of working conditions, company policies, and other extrinsic factors of the employee's job (Avery et al., 1989).

These are questions 5, 6,12,13,14, and 19. The general satisfaction scales include all survey questions 1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,and 20. The 20 items of the MSQ short form correspond to the 20 scales of the long form which include:

Ability utilization, Achievement, Activity, Advancement, Authority, Company policies and practices, Compensation, Co-workers, Creativity, Independence, Moral values, Recognition, Responsibility, Security, Social service, Social status, Supervision human relations, Supervision technical, Variety, and Working conditions (Weiss et al., 1967).

The MSQ short form has been utilized in numerous research studies and is a proven and respectable scale. Martins (2012) wrote that the MSQ short form proved a valid and reliable scale measuring the job satisfaction of hospital workers across a wide variety of job types. Karagozoglu (2008) stated that the MSQ short form, an instrument developed by Weiss et al. (1967) who determined a Cronbach α internal consistency coefficient of 0.84. The MSQ questions are easily understood and result in a satisfaction scale that holds construct validity (Weiss et al., 1967).

The Minnesota Satisfaction Questionnaire (MSQ) uses a Likert type scale with a given value of 1-5. The Likert Scale is a widely used process that measures attitudes by asking people to answer a series of statements about a subject. The casino workers will respond to each item using the five-point Likert scale with responses ranging from very dissatisfied to very satisfied. With their responses, the respondents will measure to the extent with which they agree or disagree with the statement (McLeod, 2008).

The Anticipated Turnover Scale was originally developed in 1978 by Hinshaw and Atwood. Anticipated turnover is defined as the perception of the possibility of voluntarily terminating his or her current position (Hinshaw & Atwood, 1984). The ATS has often been used to measure turnover intention (Almalki, Fitzgerald, & Clark, 2012). The ATS is designed to gauge a person's assumption about voluntarily leaving their current employment (Ching & Liou 2010). The ATS is constructed to anticipate how employee turnover and the actual amount of turnover is affected by two different categories of job satisfaction: 1) factors such as job stress, team cohesion, the ability to control one's decisions which are referred to as organizational aspects, and 2) the time to do the assigned task, the satisfaction from the job, enjoyment, and the quality of the work, which is referred to as professional aspects (Hayes, O'Brien-Pallas, Duffeld, Shamian, Buchan, Hughes, Laschinger, & North, 2006). The ATS instrument contains 12 items and utilizes a Likert type scale with seven responses ranging between agree strongly to disagree strongly. The questions relate to one's anticipated length of time to leave and the certainty of leaving the job. The questions are either positive or negative and scored correspondingly on the seven-point scale (Demilt, Fitzpatrick, & McNulty, 2011). For the plus (+) questions, Agree Strongly.....7, Moderately Agree6, Slightly Agree5, Uncertain4, Slightly Disagree3, Moderately Disagree2, and Disagree Strongly1. For the minus (-) questions, Agree Strongly.....1, Moderately Agree2, Slightly Agree3, Uncertain4, Slightly Disagree5, Moderately Disagree6, and Disagree Strongly7. The higher the numeric score, the greater the intent to leave their current position (Cheng & Liou, 2010). According to Hinshaw and Atwood, the internal consistency reliability of the ATS with Cronbach's α was .84

(Hinshaw & Atwood, 1984). Amalki et al. wrote that Barlow and Zangoro (2010) “conducted a meta-analysis study aimed at determining the consistency of reliability estimates and evidence of construct validity of the ATS scores across nursing studies in the USA. The overall mean weighted effect size of reliability from 12 studies was .89 indicating excellent reliability and construct validity” (p. 4).

Data Analysis

Both survey instruments, the MSQ and the ATS, will be transferred into electronic form with the use of the Qualtrics platform. Once the survey is closed, descriptive statistics will be performed for the independent and dependent variables in SPSS. The descriptive analysis will include means, standard deviation, and range of scores or values for each variable.

The data collected from the return of the survey instruments will be statistically analyzed using SPSS software. A check for the reliability of the observed variables of intrinsic, extrinsic, and general factors of job satisfaction will be conducted. Cronbach’s alpha will be used to index the reliability of the three factors. The researcher will confirm the validity of the research instruments.

The researcher will analyze the correlation between the paired variables. The Pearson product-moment correlation coefficient will be used to test the correlation between the paired variables. Correlation between variables is reported in terms of Pearson’s correlation coefficient “r.” The resulting table of correlations will indicate strength and direction of relationship for each possible pair of variables outlined in the hypothesis. A relationship strength is considered very weak if the correlation coefficient is 0.00 – 0.19; weak if it is between 0.20 and 0.39; moderate if it is between 0.40 and

0.59; strong if it is between 0.60 and 0.79; and very strong if it is between 0.80 and 1.00 (Chowdhury, Debsarkar, & Chakrabarty, n.d.). The sign of a correlation coefficient indicates the direction of a relationship: if positive, an increase in one variable causes an increase in the other; if negative, an increase in one variable causes a decrease in the other.

Linear and multiple regression will be conducted to investigate the prediction between the dependent variable of job satisfaction and intention to leave and the independent variables of age, gender, education, the number of years employed by the casino, shift, the number of hours worked per week, and department in which they work and the intent to leave. An independent samples t-test will be used to determine if there were differences between intrinsic, extrinsic, and general factors of job satisfaction and the intent to leave between male and female employees. Additionally, a paired t-test will be used to compare the study respondent's level of intrinsic and extrinsic job satisfaction.

Hypotheses

H1: There is a positive relationship between age and intention to leave among casino employees.

H2: There is a positive relationship between gender and intention to leave among casino employees.

H3: There is a positive relationship between education and intention to leave among casino employees.

H4: There is a positive relationship between number of years employed by the casino and intention to leave among casino employees.

H5: There is a positive relationship between shift and intention to leave among casino employees.

H6: There is a positive relationship between number of hours worked per week and intention to leave among casino employees.

H7: There is a positive relationship between department worked and intention to leave among casino employees.

Chapter 4: Results

The purpose of Chapter 4 is to present the analysis of data collected regarding factors of employee job satisfaction and the intention to leave. This research study examined the relationship between job satisfaction and casino employees' intention to leave along with the demographic variables among all employees. Additionally, this study examined the relationship between job satisfaction and the intention to leave for the employees of the security, housekeeping, and beverage departments along with the demographic variables. At the request of casino management, the response numbers from the two casino operations were combined due to location proximity and concurrent leadership.

The overall participant response rate and the primary study findings will be presented. The study research questions will be restated along with a reporting of the results by the seven study hypotheses. Following a reporting of the hypotheses findings, additional study findings will be reported, and the chapter will conclude with a summary.

Response Rate

Survey information and an electronic link were sent by casino management via email to 3,472 casino employees a week before the launch of the survey. This information emphasized that employee participation was voluntary, that all respondent information was confidential, and that the survey would ask for no personal identifying information. The week the survey opened, a second email was sent to all casino employees. Additionally, a reminder notice was inserted in the inter-company newsletter at the start of the second week of the survey. A total of 592 responses were returned, a 17.1% return rate. Upon examination of the responses, 151 were deemed invalid because

the respondents did not complete the full survey. Only survey's that were 100% complete were counted. The final count of 441 fully completed responses yielded a 12.7% return rate exceeding the goal was 348 valid responses, a 9.7% return rate.

Hypotheses Examined

Seven hypotheses were tested in this study.

H1: There is a positive relationship between age and intention to leave among casino employees.

H2: There is a positive relationship between gender and intention to leave among casino employees.

H3: There is a positive relationship between education and intention to leave among casino employees

H4: There is a positive relationship between number of years employed by the casino and intention to leave among casino employees.

H5: There is a positive relationship between shift and intention to leave among casino employees.

H6: There is a positive relationship between number of hours worked per week and intention to leave among casino employees.

H7: There is a positive relationship between department worked and intention to leave among casino employees.

Descriptive Characteristics of Respondents

The demographic characteristics of the respondents were examined in seven categories: age, gender, highest level of education completed, number of years employed by the casino, shift worked, hours worked per week, and department in which the

employees work. Participants ranged in age from 18 to 65 years or over. Note: Employee's under the age of 21 were only eligible to work in the casino hotel (J. Forrest, personal communication, April 26, 2017). The number of female respondents was slightly higher at 53.3% than the number of male respondents at 44.7%. Respondent education level ranged from completing one year of high school to four years of graduate school with 248 of the 441 respondents (56%) having completed two or more years of college. The number of years the participants were employed by the casino ranged from less than six months to more than five years. The largest percentage of respondents, 43.3%, having worked for the casino between one and three years. Slightly more than half of the participants (51.0%) worked the standard daytime shift, and 63.0% worked between 31 and 40 hours per week. Employees from fifty (72.5%) of the casino's 69 operational departments delivered responses to the survey.

Table 1 displays the descriptive characteristics of the study participants.

Table 1

Descriptive Characteristics for the Selected Demographic Variables (N = 441)

Variable	Category	N	%
Age	18-20 years	2	.5
	21-24 years	30	6.8
	25-34 years	95	21.5
	35-44 years	102	23.1
	45-54 years	100	22.7
	55-64 years	100	22.7
	65 years and older	12	3.7

Table 1 *Continued**Descriptive Characteristics for the Selected Demographic Variables (N = 441)*

Variable	Category	N	%
Gender	Male	197	44.7
	Female	235	53.3
	Rather not say	9	2.0
Education	High school 9	2	.5
	High school 10	2	.5
	High school 11	3	.7
	High School 12	87	19.7
	College 1	54	12.2
	College 2	102	24.5
	College 3	41	9.3
	College 4	99	22.4
	Grad school 1	2	.5
	Grad school 2	18	4.1
	Grad school 3	4	1.1
	Grad school 4	9	2.0
	Other	11	2.5
Years employed by the casino	Less than 6 months	15	3.4
	6 months to 1 year	41	9.3
	1-3 years	191	43.3
	3-5 years	63	14.3
	More than 5 years	131	29.7
Usual shift	Standard daytime	225	51.0
	Afternoon-evening	149	33.8
	Overnight-sunrise	67	15.2

Table 1 Continued

Descriptive Characteristics for the Selected Demographic Variables (N = 441)

Variable	Category	N	%
Hours worked per week	20-30	14	3.5
	31-40	278	63.0
	41 or more	147	33.3
Department	Slots	15	3.4
	Slot performance	6	1.4
	Table games	40	9.1
	Poker rooms	3	.7
	Security	38	8.6
	Surveillance	33	7.5
	Risk management	2	.5
	Casino Adm.	11	2.5
	Credit/ Collections	1	.2
	Casino/cage cashiers	55	12.5
	Junkets	1	.2
	Casino marketing	12	2.7
	Service Connection Ctr.	18	4.1
	Total rewards	14	3.2
	Group sales	1	.2
	Events	1	.2
	Direct mail	3	.7
	Front desk	7	1.6
	Front Service	2	.5
	Housekeeping	10	2.3
	Top Drawer	2	.5
	Employee cafeteria	10	2.3
	Transportation	14	3.3

Table 1 *Continued**Descriptive Characteristics for the Selected Demographic Variables (N = 441)*

Variable	Category	N	%
	Entertainment	1	.2
	Facilities/engineering	9	2.0
	Environment clean svc.	19	4.3
	Grounds keeping	3	.7
	Executive	2	.5
	Finance	18	4.1
	Planning & analysis	2	.5
	Accounting	8	1.8
	HR/Adm.	5	1.1
	Employee relations	6	.5
	CDP	2	.5
	HRSS/Compensation	3	.7
	Benefits	3	.7
	IT	10	2.3
	Marketing administration	2	.5
	Advertising	2	.5
	Purchasing	2	.5
	Wardrobe	1	.2
	Regulatory compliance	4	.9
	Room service	3	.7
	Banquets	4	.9
	Chefs stage	3	.7
	Selu	3	.7
	Food court	16	3.6
	Lounge	1	.2
	Food managers	4	.9
	Casino beverage	10	2.3

Data Analysis Procedures

The data analysis for this research study was conducted utilizing IBM SPSS software Version 24. The Minnesota Satisfaction Questionnaire (MSQ) short form and the Anticipated Turnover Scale (ATS) were the two instruments used in this study. Casino worker job satisfaction was measured using the MSQ while the ATS measured the casino workers' perception of voluntarily leaving their casino positions.

There are twelve questions on the MSQ intrinsically related regarding achievement, the chance to do things for others in the job, and the utilization of one's ability. There are six questions extrinsically related regarding the quality of working conditions, company policies, and other extrinsic factors of the employee's job (Avery et al., 1989). The general satisfaction scales include all survey questions.

The anticipated turnover scale was used to measure turnover intention (Almalki, Fitzgerald, & Clark, 2012). The ATS is designed to gauge a person's assumption about voluntarily leaving their current employment (Cheng & Liou 2010). The ATS instrument contains 12 items. The questions relate to one's anticipated length of time to leave and the certainty of leaving the job

Table 2 displays the psychometric characteristics for the three components of job satisfaction (intrinsic, extrinsic, and general) and intent to leave. The reliability or internal consistency (inter-item correlation) of the four factors was assessed using Cronbach's alpha. Cronbach's reliability coefficient ranges between 0 and 1. George and Mallery (2003) provided the following rules of thumb regarding the interpretation of Cronbach's alpha: "> .9 – Excellent, > .8 – Good, > .7 – Acceptable, > .6 – Questionable,

> .5 – Poor, and < .5 – Unacceptable” (p. 231). The four scales exhibit good to excellent levels of internal consistency at .920, .890, .950, and .883 respectively.

Table 2

Psychometric Characteristics for the Primary Study Variables (N = 441)

Variable	Number of Items	M	SD	Alpha
Intrinsic Job Satisfaction	12	3.88	0.77	.920
Extrinsic Job Satisfaction	6	3.46	1.029	.890
General Job Satisfaction	20	3.74	0.81	.950
Intent to Leave	12	3.31	1.36	.883

Correlational research explores the relationships among two or more variables in the same population (Curtis, Comiskey, & Dempsey, 2016). This research study was a correlational study as a result of examining the relationship between the variables of job satisfaction and intent to leave.

Research Question One A

Research Question One A: To what extent does job satisfaction influence an employee’s intention to leave for all respondents? Job satisfaction and the intention to leave for all respondents was examined via Pearson’s product moment correlation coefficient and linear regression. Results indicate (Table 3) that there is a significant positive relationship between intrinsic and extrinsic job satisfaction ($r = .82$), and intrinsic and general job satisfaction ($r = .97$) for all respondents. The employees report that increased job satisfaction in one factor correlates to an increase in job satisfaction in the other job satisfaction factors. Analysis further reveals there is a significant negative correlation between the intent to leave and intrinsic ($r = -.69$), extrinsic ($r = -.70$), and general

factors ($r = -.73$) of job satisfaction for all respondents. The employees report that the lower the intrinsic, extrinsic, or general job satisfaction, the greater the intent to leave. The data reveals that those employees dissatisfied with their positions are unhappy regarding the external, internal, and general factors of their job and are highly likely to leave.

Table 3

Pearson correlation among all casino employee respondents (N=441)

	Intrinsic Job Satisfaction	Extrinsic Job Satisfaction	General Job Satisfaction	Intent to Leave
Intrinsic Job Satisfaction	1	.824**	.966**	-.694**
Extrinsic Job Satisfaction	.824**	1	.934**	-.701**
General Job Satisfaction	.966**	.934**	1	-.731**
Intent to Leave	-.694**	-.701**	-.731**	1

** Correlation is significant at the 0.01 level (2-tailed)

Additionally, Table 4 shows that the effect size of the relationship (r^2) accounted for 53.7% of the variance. The r of .73 and the r^2 of .54 indicate a strong to moderate strength of the relationship between job satisfaction and the intent to leave for all respondents. Note: values between 0.00 – 0.19 are considered very weak, if between 0.20 and 0.39 weak, between 0.40 and 0.59, strong if between 0.60 and 0.79 and very strong if between 0.80 and 1.00 (Chowdhury, Debsarkar, & Chakrabarty, n.d.). The sign of a correlation coefficient indicates the direction of a relationship. If positive, an increase in one variable causes an increase in another. If negative, an increase in one variable causes a decrease in the other.

Table 4

Regression Analysis Model Summary, All Casino Employee Respondents. (N=441)

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.733 ^a	.537	.533	.9802

a. Predictors: (Constant) Intrinsic, extrinsic, and general job satisfaction

b. Dependent Variable: Intent to Leave

Research Question One B

Research Question One B: To what extent does job satisfaction influence the intent to leave among casino employees in the security, housekeeping, and beverage departments? Casino management requested information specific to these three departments. The response rate from the housekeeping and beverage departments were low so it was determined to combine data from these three departments for most analysis purposes. This question was examined via Pearson's product moment correlation coefficient and linear regression.

Table 5 displays the results. Analysis shows that there is a significant positive correlation between intrinsic and extrinsic job satisfaction ($r = .89$), and intrinsic and general job satisfaction ($r = .98$) for employees in the security, housekeeping, and beverage departments. The employees report that increased job satisfaction in one factor correlates to a greater increase in job satisfaction in the other job satisfaction factors. Analysis further reveals there is a significant negative correlation between the intent to leave and intrinsic ($r = -.67$), extrinsic ($r = -.67$), and general ($r = -.69$) factors of job satisfaction for employees in the security, housekeeping, and beverage departments. The employees report that the lower the intrinsic, extrinsic, or general job satisfaction, the greater the intent to leave. The data reveals that those employees dissatisfied with their positions in

these departments are unhappy regarding the external, internal, and general factors of their job and are highly likely to leave.

Table 5

Pearson Correlation Among Employees of the Security, Housekeeping, and Beverage Departments (N=58)

	Intrinsic Job Satisfaction	Extrinsic Job Satisfaction	General Job Satisfaction	Intent to Leave
Intrinsic Job Satisfaction	1	.892**	.982**	-.672**
Extrinsic Job Satisfaction	.892**	1	.955**	-.669**
General Job Satisfaction	.982**	.955**	1	-.694**
Intent to Leave	-.672**	-.669**	-.694**	1

** Correlation is significant at the 0.01 level (2-tailed)

Additionally, Table 6 shows that the effect size of the relationship (r^2) accounted for 48.5% of the variance. The r of .70 and the r^2 of .49 indicate a strong to moderate strength of the relationship between job satisfaction and the intent to leave for the employees of the security, housekeeping and beverage departments.

Table 6

Regression Analysis Model Summary security, housekeeping, and beverage departments. (N=58)

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.697 ^a	.485	.457	1.09148

a. Predictors: (Constant) Intrinsic, extrinsic, and general job satisfaction

b. Dependent Variable: Intent to Leave

Research Question Two A

Research Question Two A: To what extent can age, gender, education, the number of years employed by the casino, shift, the number of hours worked per week and the department in which the employees work influence job satisfaction and the intent to leave for all respondents. This question was examined via Pearson's product moment correlation coefficient, linear regression, descriptive statistics, and multiple regression.

The inter-correlations are displayed for intrinsic, extrinsic, and general job satisfaction and the intent to leave, and the external variables of age, education, the number of years employed by the casino and the number of hours worked per week for all respondents ($n = 441$). The variables of gender and shift are examined by liner regression and follow the inter-correlation table for age, education, the number of years employed by the casino and the number of hours worked per week. The variable of department is examined by descriptive statistics and follows regression analysis of gender and shift.

Table 7 displays that it was found that age has a positive statistically significant correlation ($r = .198^{**}$) with the number of years employed by the casino and a statistically significant negative correlation ($r = -.128^{**}$) with the intent to leave. The implication is that the longer one has been employed by the casino, they are likely older and settled into their jobs, but conversely, younger employees with less tenure would likely have a greater intent to leave. It was also found that the number of hours routinely worked per week has a positive statistically significant correlation ($r = .348^{**}$) with the number of years employed by the casino. The implication is that with longer tenure,

employees have the opportunity to work more hours or the desired number of hours per week based on their life needs.

Table 7

Pearson Correlation Among Main Study Variables for all respondents (N=441)

Variable	Age	Educ.	Years employed	Hours worked	Int.	Ext.	Gen.	Intent to leave
Age	1	-.007	.198**	.106*	.099*	.069	.081	-.128**
Education	-.077	1	.014	.098*	-.037	.005	-.021	.017
Years	.198**	.014	1	.348**	.116*	.053	.087	-.092
Hours worked	.106*	.098*	.348**	1	.164**	.094*	.132**	-.137**
Intrinsic	.099*	-.037	.116*	.164**	1	.824**	.966**	-.694**
Extrinsic	.069	.005	.053	.094*	.824**	1	.934**	-.701**
Gen.	.081	-.021	.087	.132**	.966**	.934**	1	-.731**
Intent leave	-.128**	.017	-.092	-.137**	-.694**	-.701**	-.731**	1

** Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed)

A linear regression was run on gender and the intent to leave for all respondents.

Table 8 displays the results and shows that the effect size of the relationship (r^2) accounted for .00 % of the variance, a very weak relationship. It was found that gender did not statistically significantly predict the intent to leave for all respondents $F(1,439) = 1.716, p > .050$.

Table 8

Regression Analysis Model Summary gender and the intent to leave (N=441)

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.062 ^a	.004	.002	1.35756

a. Dependent Variable: Intent to Leave

b. Predictor: Gender

A linear regression was run on shift and the intent to leave for all respondents.

Table 9 displays the results and shows that the effect size of the relationship (r^2) accounted for .02 % of the variance, a weak relationship. It was found that shift statistically significantly predicts the intent to leave for all respondents $F(1,439) = 9.66$, $p < .050$.

Table 9
Regression Analysis Model Summary shift and the intent to leave (N=441)

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.147 ^a	.022	.019	1.34549

a. Dependent Variable: Intent to Leave

b. Predictor: Shift that you routinely work

A descriptive statistics was run on the casino departments to determine their level of intrinsic, extrinsic, general job satisfaction and intention to leave. Table 10 displays the mean scores for intrinsic, extrinsic, general job satisfaction and the intent to leave and the number of departments above and below the mean.

Table 10
Descriptive Statistics for All Departments Intrinsic, Extrinsic, General Job Satisfaction and Intention to leave (n = 49)

	Mean Score	Above	Below	Total
Intrinsic Job Satisfaction	46.1	36	14	50
Extrinsic Job Satisfaction	20.7	37	13	50
General Job Satisfaction	74.8	37	13	50
Intent to Leave	3.3	35	15	50

Table 11 displays the mean, number of respondents, and standard deviation for the casino departments that responded to the study or delivered responses with statistical validity. Ten departments reported scores that were below the mean for all three factors of job satisfaction and reported a score that was above the mean for the intent to leave. The implication is that the employee's in these departments are less satisfied with their jobs and exhibit a greater intent to leave. These departments are noted by **

Table 11

Descriptive Statistics by Individual Departments, Intrinsic, Extrinsic, General Job Satisfaction and Intention to leave (n = 49)

Department	Measure	Intrinsic Job Sat.	Extrinsic Job Sat.	General Job Sat.	Intent to Leave
All Departments	Mean	46.1	20.7	74.8	3.3
	N	441	441	441	441
	Std. Deviation	9.2	6.2	16.2	1.4
Slots	Mean	49.3	23.7	80.9	3.0
	N	441	15	15	15
	Std. Deviation	9.8	6.4	18.2	1.3
Slot Performance	Mean	52.5	23.8	83.8	2.7
	N	6	6	6	6
	Std. Deviation	5.9	5.2	11.9	1.4
Table Games**	Mean	41.8	18.0	66.7	3.6
	N	40	40	40	40
	Std. Deviation	9.2	6.1	15.2	1.5
Poker Rooms	Mean	51.9	24.3	84.3	3.0
	N	3	3	3	3
	Std. Deviation	4.4	2.1	6.7	.95
Security**	Mean	44.0	18.2	69.3	3.7
	N	38	38	38	38
	Std. Deviation	10.2	6.4	17.6	1.5
Surveillance**	Mean	39.9	16.5	62.6	3.9
	N	33	33	33	33
	Std. Deviation	9.9	7.1	17.9	1.5
Risk Management	Mean	58.0	26.5	92.0	1.5
	N	2	2	2	2
	Std. Deviation	2.8	4.9	11.3	.000

Table 11 *Continued*

Descriptive Statistics by Departments, Intrinsic, Extrinsic, General Job Satisfaction and Intention to leave (n = 49)

Department	Measure	Intrinsic Job Sat.	Extrinsic Job Sat.	General Job Sat.	Intent to Leave
Casino Adm.**	Mean	42.1	15.7	64.0	3.7
	N	11	11	11	11
	Std. Deviation	6.3	3.3	9.3	1.2
Credits & Collect.	Mean	54.0	26.0	90.0	2.7
	N	1	1	1	1
	Std. Deviation
Casino/Cage Cashiers	Mean	46.3	20.8	74.3	3.3
	N	56	55	55	55
	Std. Deviation	8.5	4.9	13.7	1.2
Junkets	Mean	46.0	24.0	78.0	2.5
	N	1	1	1	1
	Std. Deviation
Service Connect Center	Mean	48.7	21.8	79.2	30.0
	N	18	18	18	18
	Std. Deviation	9.4	6.8	16.2	1.3
Total Rewards	Mean	47.0	22.3	76.8	3.1
	N	14	14	14	14
	Std. Deviation	18.9	6.3	15.7	1.5
Group Sales	Mean	60.0	23.0	90.0	2.7
	N	1	1	1	1
	Std. Deviation
Events	Mean	53.0	23.0	84.0	3.8
	N	1	1	1	1
	Std. Deviation
Direct Mail	Mean	49.0	23.0	80.0	2.7
	N	3	3	3	3
	Std. Deviation	2.6	1.0	3.0	.73
Front Desk**	Mean	42.3	20.7	70.1	3.8
	N	7	7	7	7
	Std. Deviation	8.8	5.8	13.9	1.3
Front Service	Mean	52.5	27.0	89.0	2.2
	N	2	2	2	2
	Std. Deviation	2.1	1.4	.00	.29

Table 11 *continued*

Descriptive Statistics by Departments, Intrinsic, Extrinsic, General Job Satisfaction and Intention to leave (n = 49)

Department	Measure	Intrinsic Job Sat.	Extrinsic Job Sat.	General Job Sat.	Intent to Leave
Housekeeping**	Mean	44.1	19.3	70.1	3.4
	N	10	10	10	10
	Std. Deviation	12.9	8.4	23.0	1.7
Top Drawer	Mean	52.5	25.0	86.0	3.7
	N	2	2	2	2
	Std. Deviation	4.9	1.4	7.1	1.5
Employee Cafeteria	Mean	53.7	25.7	87.9	2.7
	N	10	10	10	10
	Std. Deviation	6.7	5.7	14.1	1.1
Transportation**	Mean	43.3	19.4	70.0	3.4
	N	14	14	14	14
	Std. Deviation	9.1	5.7	15.9	1.5
Entertainment	Mean	44.0	23.0	74.0	3.1
	N	1	1	1	1
	Std. Deviation
Facilities/ Engineering	Mean	51.1	23.3	82.1	2.6
	N	9	9	9	9
	Std. Deviation	6.7	5.6	12.9	1.3
Environmental Cleaning Services	Mean	47.9	22.3	77.3	3.3
	N	19	19	19	19
	Std. Deviation	7.7	6.8	16.2	1.4
Grounds Keeping	Mean	51.0	20.0	78.0	3.2
	N	3	3	3	3
	Std. Deviation	6.1	4.4	9.6	1.3
Executive	Mean	56.5	24.5	90.5	2.8
	N	2	2	2	2
	Std. Deviation	4.9	3.5	9.2	.41
Finance	Mean	46.4	20.8	75.3	3.5
	N	18	18	18	18
	Std. Deviation	8.3	5.5	14.4	1.5
Planning & Analysis	Mean	57.5	28.5	96.0	2.5
	N	2	2	2	2
	Std. Deviation	3.5	2.1	5.7	.16

Table 11 *continued*

Descriptive Statistics by Departments, Intrinsic, Extrinsic, General Job Satisfaction and Intention to leave (n = 49)

Department	Measure	Intrinsic Job Sat.	Extrinsic Job Sat.	General Job Sat.	Intent to Leave
Accounting	Mean	52.0	22.0	82.0	3.1
	N	8	8	8	8
	Std. Deviation	5.8	5.9	11.8	1.2
HR/Adm.	Mean	46.6	21.4	75.8	2.9
	N	5	5	5	5
	Std. Deviation	11.7	7.2	21.1	1.7
Employee Relations	Mean	53.5	24.0	86.5	2.1
	N	2	2	2	2
	Std. Deviation	7.8	2.8	12.0	.35
CDP	Mean	54.5	25.0	88.0	3.5
	N	2	2	2	2
	Std. Deviation	4.9	1.4	7.1	1.6
HRSS/ Compensation	Mean	51.3	22.7	81.7	3.0
	N	3	3	3	3
	Std. Deviation	13.3	7.8	24.2	1.0
Benefits	Mean	50.3	24.3	84.0	2.3
	N	3	3	3	3
	Std. Deviation	8.0	4.5	13.5	.25
IT	Mean	51.5	23.5	83.6	3.1
	N	10	10	10	10
	Std. Deviation	4.2	3.1	7.5	1.2
Marketing Administration	Mean	55.5	29.0	94.5	2.1
	N	2	2	2	2
	Std. Deviation	6.4	1.4	4.9	.18
Advertising	Mean	46.5	17.0	72.5	3.0
	N	2	2	2	2
	Std. Deviation	4.9	5.6	10.6	.18
Purchasing	Mean	54.0	24.0	87.0	3.0
	N	2	2	2	2
	Std. Deviation	5.7	1.4	5.7	1.1
Wardrobe	Mean	59.0	24.0	93.0	1.5
	N	1	1	1	1
	Std. Deviation
Regulatory Compliance	Mean	48.3	21.8	78.3	2.8
	N	4	4	4	4
	Std. Deviation	9.8	7.4	17.3	1.6

Table 11 *continued*

Descriptive Statistics by Departments, Intrinsic, Extrinsic, General Job Satisfaction and Intention to leave (n = 49)

Department	Measure	Intrinsic Job Sat.	Extrinsic Job Sat.	General Job Sat.	Intent to Leave
Room Service**	Mean	42.3	17.7	66.0	3.8
	N	3	3	3	3
	Std. Deviation	15.6	10.8	29.5	2.1
Banquets	Mean	50.8	22.3	81.5	2.9
	N	4	4	4	4
	Std. Deviation	6.4	6.4	13.2	1.2
Chefs Stage**	Mean	43.0	16.3	65.7	4.2
	N	3	3	3	3
	Std. Deviation	2.6	4.0	5.0	.46
Selu	Mean	47.0	23.0	78.3	4.5
	N	3	3	3	3
	Std. Deviation	9.2	4.4	13.1	1.9
Food Court	Mean	50.4	23.6	81.9	2.8
	N	16	16	16	16
	Std. Deviation	6.0	4.1	10.2	.93
Lounge**	Mean	34.0	11.0	51.0	3.9
	N	1	1	1	1
	Std. Deviation
Food Managers	Mean	52.0	22.5	82.8	3.0
	N	4	4	4	4
	Std. Deviation	5.6	3.7	6.8	.72
Casino Beverage	Mean	48.6	22.3	78.0	3.2
	N	10	10	10	10
	Std. Deviation	8.2	5.0	15.2	1.1

Additionally, a multiple regression was run to predict the intent to leave from age, gender, education, number of years employed by the casino, shift, number of hours worked, and the department in which the employees' work for all respondents. There was no evidence of multicollinearity, as assessed by tolerance values greater than 0.1. The multiple regression model statistically significantly predicted the intent to leave, $F(7,433) = 3.861, p < .001, \text{adj. } R^2 = .044$. The r^2 of .04 indicates a moderate strength of the

relationship between the seven variables and the intent to leave for all respondents. Three of the seven variables (age .047), (shift .033), and (hours worked .037) added statistically significantly to the prediction, $p < .05$

The results of Research Question Two A are pertinent to the hypotheses examined in this study.

Hypothesis 1. There is a positive relationship between age and intention to leave among casino employees was supported. It was found that a statistically significant correlation ($r = .13$) exists between age and the intent to leave. Further, linear regression was calculated to predict intent to leave based on age. A significant equation was found ($F(1, 439) = 7.33, P < .050$), with an r^2 of .016. The r^2 of .02 indicates a weak relationship between age and the intention to leave.

Hypothesis 2. There is a positive relationship between gender and intention to leave among casino employees was not supported. Linear regression found that gender did not statistically significantly predict the intent to leave for all respondents $F(1, 439) = 1.716, p > .050$, with an r^2 of .004. The r^2 of .00 indicates a very weak relationship between gender and the intention to leave.

Hypothesis 3. There is a positive relationship between education and intention to leave among casino employees was not supported. It was found that no significant correlation was revealed to exist between education and the intent to leave and no statistical significance was revealed ($r = .02$). Further, linear regression was calculated to predict intent to leave based on the highest level of education completed. A non-significant equation was found ($F(1, 439) = .13, P > .050$), with an r^2 of .000. The r^2 of .00 indicates a very weak relationship between education and the intent to leave.

Hypothesis 4. There is a positive relationship between number of years employed by the casino and intention to leave among casino employees was not supported. It was found that no significant correlation was revealed to exist between the number of years employed by the casino and the intent to leave and no statistical significance was revealed ($r = -.09$). Further, linear regression was calculated to predict intent to leave based on the number of years employed by the casino. A non-significant equation was found ($F(1, 439) = 3.74, P > .050$), with an r^2 of .008. The r^2 of .00 indicates a very weak relationship between number of years employed by the casino and the intent to leave.

Hypothesis 5. There is a positive relationship between shift and intention to leave among casino employees was supported. Linear regression was calculated to predict intent to leave based on the shift the employees work. A significant equation was found ($F(1, 439) = 9.66, P < .050$), with an r^2 of .022. The r^2 of .02 indicates a weak relationship between shift and the intent to leave.

Hypotheses 6. There is a positive relationship between number of hours worked per week and intention to leave among casino employees was supported. It was found that a statistically significant relationship ($r = .14$) exists between the number of hours worked and the intent to leave. Linear regression was calculated to predict intent to leave based on the number of hours worked per week. A significant equation was found ($F(1, 439) = 8.40, P < .050$), with an r^2 of .019. The r^2 of .02 indicates a weak relationship between the number of hours worked and the intent to leave.

Hypothesis 7. There is a positive relationship between department worked and intention to leave was supported. Linear regression was calculated to predict intent to leave based on the department in which employees work. A significant equation was

found ($F(1, 439) = 6.41, P < .050$), with an r^2 of .014. The r^2 of .01 indicates a very weak relationship between department and the intent to leave.

Research Question Two B

Research Question Two B: To what extent does age, gender, education, the number of years employed by the casino, shift, number of hours worked per week, and department in which the employees work influence job satisfaction and the intent to leave for the security, housekeeping, and beverage departments? Respondent data from these three departments were combined for analysis purposes. This question was examined via Pearson's product moment correlation coefficient, linear regression, and descriptive statistics.

Table 12 displays the inter-correlations for intrinsic, extrinsic, and general job satisfaction and the intent to leave, and the external variables of age, education, the number of years employed by the casino, and the number of hours worked per week for the combined respondents from security, housekeeping, and beverage ($n = 58$). The variables of gender and shift are examined by liner regression and follow the inter-correlation table for age, education, the number of years employed by the casino and the number of hours worked per week. The variable of department is examined by descriptive statistics and follows regression analysis of gender and shift.

Table 12 reveals that that a significant positive correlation exists between the number of years members of the security, housekeeping and beverage departments were employed by the casino and the number of hours worked per week ($r = .37^{**}$). The implication is that with longer job tenure, an employee in these departments has the

opportunity to work more hours or the desired number of hours per week based on their life needs. No further statistically significant correlations were found.

Table 12

Pearson Correlation among age, education, years employed by the casino, and number of hours worked per week and the security, housekeeping, and beverage departments (N=58)

Variable	Age	Educt.	Years employed	Hours worked	Int.	Ext.	Gen.	Intent to leave
Age	1	-.099	.144	-.120	-.115	-.156	-.131	.060
Education	-.099	1	-.004	.068	.117	-.012	.082	.020
Years	.144	-.004	1	.371**	-.018	-.010	-.029	.089
Hours worked	-.120	.068	.371**	1	.317*	.289*	.307*	-.104
Intrinsic	-.115	.117	-.018	.317*	1	.892**	.982**	-.672**
Extrinsic	-.156	-.012	-.010	.289*	.892**	1	.955**	-.669**
Gen.	-.131	.082	-.029	.307*	.982**	.955**	1	-.694**
Intent to leave	.060	.020	.089	.104	-.672**	-.669**	-.694**	1

** Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed)

A linear regression was run on gender and the intent to leave for the security, housekeeping, and beverage department respondents. A significant equation was found ($F(1, 56) = 8.245, P < .050$), with an r^2 of .128. The r^2 of .13 indicates a weak relationship between gender and the intent to leave. Table13 displays the results.

Table13

Regression Analysis Model Summary gender and the intent to leave for the security, housekeeping, and beverage department respondents (N=58)

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.358 ^b	.128	.113	1.39463

a. Dependent Variable Intent to Leave

b. Predictor: Gender

A linear regression was run on shift and the intent to leave for the security, housekeeping, and beverage department respondents. A non- significant equation was found ($F(1, 56) = .004, P > .050$), with an r^2 of .000. The r^2 of .00 indicates a very weak relationship between shift and the intent to leave. Table14 displays the results.

Table14

Regression Analysis Model Summary shift and the intent to leave for the security, housekeeping, and beverage department respondents (N=58)

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.009 ^b	.000	-.018	1.49371

a. Dependent Variable Intent to Leave

b. Predictor: Shift

A descriptive statistics was run on the security, housekeeping, and beverage departments to determine their level of intrinsic, extrinsic, general job satisfaction and intention to leave. Table 15 displays the results of the security, housekeeping, and beverage departments intrinsic, extrinsic, general job satisfaction and intent to leave.

Table 15

Descriptive Statistics by the Security, Housekeeping, and Beverage Departments, Intrinsic, Extrinsic, General Job Satisfaction and Intention to leave (n =58)

Department	Measure	Intrinsic Job Satisfaction	Extrinsic Job Satisfaction	General Job Satisfaction	Intent to Leave
All Departments	Mean	46.1	20.7	74.8	3.3
	N	441	441	441	441
	Std. Deviation	9.2	6.2	16.2	1.4
Security	Mean	44.0	18.2	69.3	3.7
	N	38	38	38	38
	Std. Deviation	10.2	6.4	17.6	1.5
Housekeeping	Mean	44.1	19.3	70.1	3.4
	N	10	10	10	10
	Std. Deviation	12.9	8.4	23.0	1.7
Casino Beverage	Mean	48.6	22.3	78.0	3.2
	N	10	10	10	10
	Std. Deviation	8.2	5.0	15.2	1.1

It was found that the security and housekeeping departments exhibited mean scores lower than the mean for all departments in the intrinsic, extrinsic, and general factors of job satisfaction and higher than the mean score for all departments in the intent to leave score. Casino beverage exhibited mean scores higher than the mean for all departments in the three factors of job satisfaction and lower than the mean score for the intent to leave. The implication is that the employees in the security and housekeeping department are less satisfied with their jobs and have a higher intent to leave. Conversely, the employees in the casino beverage department are happier with their jobs and have a lesser intent to leave.

Additionally, a multiple regression was run to predict the intent to leave for age, gender, education, number of years employed by the casino, shift, number of hours

worked, and the department in which the employees' work for the security, housekeeping, and beverage departments combined. There was no evidence of multicollinearity, as assessed by tolerance values greater than 0.1. The multiple regression model did not statistically significantly predict the intent to leave, $F(7,50) = 1.355, p > .001, \text{adj. } R^2 = .042$. Of the seven variables, gender (.010) added statistically significantly to the prediction, $p < .05. r^2 = .16$.

Additional Research Question

Additional Research Question: Casino management requested that a question asking about the employees' intent to move from their current department to another department within the casino organization added to the study. Ninety-seven respondents (22.0%) indicated that they intended to change departments within the casino operation. Three hundred and forty-four respondents (78.0%) showed no intent to change departments. Table 16 displays the results of the question regarding the employees desire to move within casino departments.

Table 16

Study Respondents intent to move within casino departments (N=441)

Intent	Frequency	%
Yes, I intend to move between departments	97	22.0
No, I do not intend to move between departments	344	78.0
Total	441	100

Table 17 displays the correlation between the respondent's intent to move from their current department to another department within the casino organization and job satisfaction and the intent to leave. Specifically, Table 17 reveals that there is a

significant negative relationship between the intent to move from their current department and the intent to leave ($r = -.28^{**}$). The greater the desire to change departments, the lower the job satisfaction. Further analysis reveals that there is a significant positive relationship between job satisfaction and the desire to move to another department ($r = .22^{**}$). If the employee feels they have an opportunity to move between departments, the greater the job satisfaction. Additionally, analysis reveals a significant negative correlation between the intent to leave and the desire to move to another department ($r = -.28^{**}$) and the intent to leave and job satisfaction ($r = -.75^{**}$). The greater the desire to move between departments, the greater the intent to leave. The practical implication is that 22% of the respondents indicate satisfaction with their jobs but they want to change departments. Long-term, if they do not have an opportunity to move between departments, there is the likelihood that the employees will leave.

Table 17

Correlation between the respondent's intent to move from their current department to another department within the casino organization and job satisfaction and the intent to leave.

	I intend to move from my current dept. to another dept. within the casino operation	Job Satisfaction	Intent to Leave
I intend to move from my current dept. to another dept. within the casino operation	1	.216	-.284**
Job Satisfaction	.216**	1	-.745
Intent to Leave	-.284**	-.745**	1

**Correlation is significant at the 0.01 level (2-tailed)

Summary

The purpose of this research study was to examine the relationship between job satisfaction and the intent to leave of employees at two casino operations. The MSQ short form and the ATS were the two survey instruments used for this study. The demographic variables of age, gender, highest level of education completed, number of years employed by the casino, shift routinely worked, number of hours worked per week, and the department in which the employees work were examined in this study. Pearson's product-moment correlation, linear regression, multiple regression, and descriptive statistics were the data analysis tools used to determine to what extent job satisfaction influences an employee's intent to leave and to what extent can age, gender, highest level of education completed, number of years employed by the casino, shift routinely worked, number of hours worked per week, and the department in which the employees work influence job satisfaction and the intent to leave. All respondents to the research study were analyzed as were three of the sixty-nine casino departments; security, housekeeping, and beverage. Survey results from these three departments were combined for analysis.

The data analysis under Research Question One revealed that a significant negative relationship exists between job satisfaction and the intent to leave for all survey respondents. At the departmental level, data analysis revealed that a significant negative relationship exists between job satisfaction and the intent to leave for employees in the security, housekeeping, and beverage departments. The practical implication is that those employees who expressed negative job satisfaction are highly likely to leave.

Data Analysis under Research Question Two using Pearson's product moment correlations and linear regression revealed support to accept H_1 , H_5 , H_6 , and H_7 , and to reject H_2 , H_3 , and H_4 .

Additionally, it was found that ten of the forty-nine departments that responded to the study or provided responses that were statistically valid exhibited intrinsic, extrinsic, and general job satisfaction factors lower than the mean score for all departments that responded to the study. Further, these same ten departments exhibited a higher mean score for the intent to leave than for all departments that responded to the study.

The shift worked was found to have a significant influence on the intent to leave. Specifically, it was found that (1) the mean scores for the intrinsic job satisfaction for employees working the standard daytime shift ($M = 48.7$, $SD = 8.6$) are higher than the scores for the afternoon/evening shift ($M = 44.1$, $SD = 9.5$) and the overnight sunrise shift ($M = 45.1$, $SD = 7.8$). (2) The mean scores for extrinsic job satisfaction for employees working the standard daytime shift ($M = 21.8$, $SD = 6.0$) are higher than the scores for the afternoon/evening shift ($M = 19.3$, $SD = 6.2$) and the overnight sunrise shift ($M = 20.3$, $SD = 6.0$). (3) The mean scores for general job satisfaction for employees working the standard daytime shift ($M = 74.4$, $SD = 15.7$) are higher than the scores for the afternoon/evening shift ($M = 70.5$, $SD = 16.6$) and the overnight sunrise shift ($M = 72.5$, $SD = 14.3$). It is intriguing that the mean scores for the overnight/sunrise shift are higher than the mean scores for the afternoon/evening shift. Further, it was found that the mean intent to leave scores for employees working the afternoon/evening shift ($M = 3.7$, $SD = 1.5$) were higher than the employees working the overnight/sunrise shift ($M = 3.4$, $SD = 1.2$), an interesting finding that should be investigated. (Note: The mean score for the

intent to leave was lowest for the standard daytime shift; $M = 3.0$, $SD = 1.3$). It appears that while the standard daytime shift is the most desirable shift to work, the overnight/sunrise shift is more desirable than the afternoon/evening shift.

Gender did not reveal itself to be an issue with all respondents but was identified as an issue within the security, housekeeping, and beverage departments. It was found for all study respondents that (1) the mean scores for intrinsic job satisfaction for female employees ($M = 47.7$, $SD = 8.8$) are higher than the scores for male employees ($M = 45.8$, $SD = 9.3$) and for rather not say ($M = 36.8$, $SD = 11.3$). (2) The mean scores for extrinsic job satisfaction for female employees ($M = 21.2$, $SD = 6.2$) are higher than the scores for male employees ($M = 20.5$, $SD = 6.0$) and rather not say ($M = 14.2$, $SD = 6.6$). (3) The mean scores for general job satisfaction for female employees ($M = 76.6$, $SD = 16.0$) are higher than the scores for the male employees ($M = 73.6$, $SD = 16.0$) and rather not say ($M = 55.5$, $SD = 18.7$). The mean scores for the intent to leave for male employees ($M = 3.5$, $SD = 1.4$) are higher than the scores for the female employees ($M = 3.2$, $SD = 1.3$) but lower than the rather not say ($M = 4.2$, $SD = 1.5$).

For the security, housekeeping and beverage study respondent's, it was found that (1) the mean scores for intrinsic job satisfaction for female employees ($M = 46.1$, $SD = 10.6$) are higher than the scores for male employees ($M = 43.6$, $SD = 10.2$). (2) The mean scores for extrinsic job satisfaction for female employees ($M = 20.5$, $SD = 6.9$) are higher than the scores for male employees ($M = 17.9$, $SD = 6.3$). (3) The mean scores for general job satisfaction for female employees ($M = 74.1$, $SD = 18.9$) are higher than the scores for the male employees ($M = 68.2$, $SD = 17.5$). The mean scores for the intent to leave for male employees ($M = 4.1$, $SD = 1.5$) are higher than the scores for the female employees

($M = 3.0$, $SD = 1.3$). Note: Descriptive statistics found that there were no rather not say respondents from the security, housekeeping, and beverage departments, thus no scores were reported.

At the departmental level, it was found that a significant correlation exists between the number of years employed by the casino and the number of hours worked. The implication is that with longer job tenure, an employee in these departments has the opportunity to work more hours or the desired number of hours per week.

Further analysis found that 22% of the casino employees' intent to move between departments within the casino operation. While the respondents expressed job satisfaction, if they do not have an opportunity to move between departments, there is the likelihood that the employees may leave.

Chapter 5: Discussion

The gaming industry in the United States is experiencing rapid growth (“Groundbreaking New Research,” 2014). The industry enjoyed its sixth consecutive year of growth in 2015, and the growth was largely organic (Holmes, 2016). Prentice (2013) argued that it is face-to-face interaction with direct service employees that form customers perceptions, beliefs, and determines their allegiance to the establishment. This combination of explosive growth and staff member skill requirements has resulted in a situation where employee retention has become a critical issue (Argusa & Lema, 2007). Employee job satisfaction has been labeled as a factor in work performance and employee turnover. While numerous studies have investigated job satisfaction in the hospitality industry, comparatively few studies have focused on the casino industry, specifically regarding job satisfaction and the intention to leave

Review of the Study

The purpose of this quantitative study was (1) examine to what extent do intrinsic and extrinsic factors of job satisfaction influence an employee’s intention to leave and (2) examine to what extent can age, gender, education, the number of years employed by the casino, shift, the number of hours worked per week, and department in which the employees work influence job satisfaction and the intent to leave. Two surveys were utilized as the foundation for this research study. Scores from the twenty-item Minnesota Satisfaction Questionnaire short-form developed by Weiss, et al. (1967) were used to determine the casino employees’ intrinsic, extrinsic and general job satisfaction. Scores from the twelve item Anticipated Turnover Scale developed by Hinshaw and Atwood (1984) were used to determine the employees’ intention to leave.

Two casinos provided the setting for this research study. An electronic link was sent to 3,472 casino employees. 441 fully completed responses, a 12.7% return rate, were analyzed as part of the data analysis process.

Two research questions were developed and investigated during this research study. Both questions were investigated and analyzed for all survey respondents ($n = 411$) and respondents from the security, housekeeping, and beverage departments ($n = 58$). Responses from the three departments were combined for analysis purposes. One additional question was inserted into the survey. This question sought to determine the extent to which the employees intended to seek positions with an alternative department within the casino. Seven demographic questions were part of this research study inquiring as to the respondent's age, gender, highest level of education completed, number of years employed by the casino, shift routinely worked, number of hours worked per week, and the department where the employee worked.

Findings and Discussion

Research Question One A: To what extent does job satisfaction influence an employee's intention to leave for all respondents was examined via Pearson's product moment correlation coefficient and linear regression. Two major findings emerged from the Research Question One A. First, those employees exhibiting job satisfaction indicated satisfaction with all three measured factors; intrinsic, extrinsic, and general factors of their positions. Second, a significant negative correlation exists between all three factors of job satisfaction and the intention to leave. The high negative correlation between the intent to leave and intrinsic job satisfaction, (-.69), extrinsic job satisfaction, (-.70), and

general job satisfaction, (-.73), indicates that those employees who are dissatisfied with their jobs are highly dissatisfied and very likely to leave.

Research Question One B: To what extent does job satisfaction influence an employee's intention to leave among casino employees in the security, housekeeping, and beverage departments? This question was examined via Pearson's product moment correlation coefficient and linear regression. Similar to RQ One A, it was revealed that those employees exhibiting job satisfaction indicated satisfaction with all three measured factors; intrinsic, extrinsic, and general factors of their positions. Also similar to RQ One A, a significant negative correlation exists between the three factors of job satisfaction and the intention to leave. The high negative correlation between the intent to leave and intrinsic job satisfaction, (-.67), extrinsic job satisfaction, (-.67), and general job satisfaction, (-.69), indicates that the employees in the security, housekeeping, and beverage departments who are dissatisfied with their jobs are highly dissatisfied and very likely to leave.

A review of the literature indicates that job satisfaction and the intention to leave are highly connected. AlBattat, Som, and Helalat (2013) noted that the hospitality industry faces a number of challenges, including employee job satisfaction and retention. Hellmen (1997) argued that the greater the employee dissatisfaction, the greater the likelihood that they would evaluate other job opportunities. Lambert, Hogan, and Barton (2001) wrote that job satisfaction can impact and influence turnover intent in a negative manner. Holtom, Mitchell, Lee, and Eberly (2008) stated that retaining employee's indispensable for organizational success is crucial in today's marketplace. Griffeth, Hom, and Gaertner (2000) reported that job satisfaction (or the lack thereof) are among critical

predictors of employee turnover. Numerous studies have connected job satisfaction to the intent to leave. The findings from Research Question One A and One B are consistent with the literature. The implication is that the casino will likely experience a significant degree of employee turnover.

Research Question Two A: To what extent can age, gender, education, the number of years employed by the casino, shift, the number of hours worked per week, and the department in which the employees work influence job satisfaction and the intent to leave for all survey respondents. This question was examined via Pearson's product moment correlation coefficient, linear regression, descriptive statistics, and multiple regression. The results of Research Question Two A are pertinent to the hypotheses examined in this study.

H1, there is a positive relationship between age and intention to leave among casino employees was supported. The relationship between age and the intent to leave was statistically significant. Iverson (1999) wrote that older employees (30 years +) often had obligations such as family that were barriers to voluntarily leaving an organization as opposed to their younger (<30 years of age) counterparts. Bal and Dorenbosch (2015) stated that a distinct difference exists in how younger and older employees view their jobs. The author's argued that older employees often see their time diminishing as opposed to younger workers who visualize a far longer timeline, thus a far different perspective on goals. Josephson, Lindberg, Voss, Alfredsson, and Vingard (2008) stated that there was a greater intent to leave among younger employees than their older counterparts. Pitts, Marvel, and Fernandez (2011) reported that younger workers are more likely to have a greater rate of voluntarily quitting their jobs than older employees. The

findings of this study are consistent with the literature that age is a factor in job satisfaction and the intent to leave.

H2, there is a positive relationship between gender and intention to leave among casino employees was not supported. It was found that no statistical significance exists between the two variables. Huang and Cheng (2012) reported that gender is an issue with front-line service providers, in particular when work-family conflicts arise. The result is that female employees have a greater intent to leave than male employees when faced with work-family issues that create stress. Hochwarter, Ferris, Canty, Frink, Perrewe, and Berkson (2001) argued that gender does play an important role in an employee's job performance and intent to leave. The findings of this study for all employees ($n = 441$) are contrary the literature that gender is a factor in job satisfaction and the intent to leave.

H 3, there is a positive relationship between education and intention to leave among casino employees was not supported. It was found that no correlation existed between education and the intent to leave and no statistical significance was revealed. Coomber and Barriball (2006) stated that they found a high degree of inconsistency between the highest levels of education completed and job satisfaction. Marchante, Ortega, and Pagan (2007) argued that in the hospitality industry, undereducated workers could overcome a lack of education by work experience. Nogueras (2006) wrote that as the level of education completed rose, the level of intent to leave decreased. The literature is mixed regarding the level of education completed and the intent to leave

H4, there is a positive relationship between number of years employed by the casino and intention to leave among casino employees was not supported. It was found that no correlation existed between the number of years employed by the casino and the

intent to leave and no statistical significance was revealed. Cotton and Tuttle (1986) found that job tenure is a predictor of the intent to leave. Hellman (1997) stated that employees with ten years or less of job tenure exhibited a greater degree of intent to leave than employees with ten years or more of employment. Bedeian, Ferris, and Kacmar (1992) stated that the length of time on the job (tenure) was a more reliable predictor of intent to leave than the employee's age. The findings of this study are contrary to the literature that the number of years an individual is employed is a factor in job satisfaction and the intent to leave.

H5, there is a positive relationship between shift and intention to leave among casino employees was supported. It was found that a significant equation exists between shift and the intent to leave. The literature states that a relationship exists between shift work, health issues, safety risks and other negative consequences. Phillips and Houghton (2007) noted that reduced job efficiency and work productivity is a result of shift work. Zedeck, Jackson, and Summers (1983) reported that their investigation via the MSQ revealed that there was a negative correlation between overall job satisfaction, the preference for a shift change, and turnover intention (Table, p. 302). Shen and Dicker (2008) found that irregular working hours have a negative impact on job attendance, in particular with younger employees and those engaged in shift work for a relatively short timeframe. Glazer (2005) wrote that there are differences in employee demeanor and actions depending on the shift worked. Trade-offs exist that are dependent on the shift worked and various job stressors. The results of this study that found there is a relationship between shift and the intention to leave are consistent with the literature.

H6, there is a positive relationship between number of hours worked per week and intention to leave among casino employees was supported. It was found that a statistically significant relationship exists between the number of hours worked and the intent to leave. Sturman and Walsh (2014) found that the number of hours worked are important to employees. The author's findings indicate that fewer than a fourth of those who responded to their research were engaged in their preferred number of hours worked per week. Further, more than half were laboring more hours than desired. The net result according to Sturman and Walsh (2004) is that work-hour choices are important to employees and impacts their financial and work-life balance. Taneja (2013) reported that data from the Federal Government reveals that the number of hours worked per week grew dramatically in recent decades as a result of an economy more dependent on service than manufacturing. The result of more hours worked per week is less leisure time and reduced family time. The author further argues that for organizations to be successful long-term they must strike the right balance between the numbers of hours worked and employee needs, including time for leisure. The findings of this study are consistent with the literature that the number of hours worked is a factor in job satisfaction and the intent to leave.

H7, there is a positive relationship between department worked and intention to leave was supported. It was found that a significant equation exists between exists between department and the intent to leave. Schultz, Damkroger, Heins, Wehlitz, Lohr, Drissen, Behrens, & Wingfeld (2009) reported that employees experienced a higher degree of job burnout depending on which type of facility they worked. Li, Kim, and Zhao (2017) reported that the level of managerial support for frontline employees should

be increased. Further, at the departmental level, support is positively impacted by the direct supervisor's support. The implication is that the importance of the supervisor and their leadership skills is perhaps more important than the actual department worked.

Research Question Two B: To what extent does age, gender, education, the number of years employed by the casino, shift, number of hours worked per week, and department in which the employees work influence job satisfaction and the intent to leave for the security, housekeeping, and beverage departments? This question was examined by Pearson's product moment correlation coefficient, linear regression, descriptive statistics, and multiple regression. It was found that a significant positive relationship exists between the number of years employees of the security, housekeeping, and beverage departments were employed by the casino and the number of hours worked. Multiple regression analysis did not statistically predict the intent to leave based on the variables of age, gender, education, number of years employed by the casino, shift, number of hours worked per week, and the department in which the employees work for the security, housekeeping, and beverage departments.

Additionally, gender was examined in more detail as a factor of job satisfaction and the intent to leave in these three departments. Linear regression found that a statistically significant equation exists between gender and the intent to leave in the security, housekeeping, and beverage departments. Hochwarter, et al. (2001) argued that male employees tend to seek job promotions and other symbols of status while female employees more often identify and calculate the social aspects of work. Weisberg and Kirschenbacum (1993) wrote that for male employees, the decision to leave is correlated to the current labor market, i.e. a readily available job alternative. For female employees,

other considerations such as family, personal work relations, and ethnicity play crucial roles in determining the intent to leave. Horn, Roberson, and Ellis (2008) reported that in corporate America, the intent to quit and job turnover of female professionals was higher than their male colleagues. The fact that it was found that a statistically significant equation exists for gender in the security, housekeeping, and beverage departments opens the door for further examination.

It was found that the employees of the security and housekeeping department exhibited lower job satisfaction scores across all three job satisfaction factors and a higher intent to leave score than the mean scores for all department respondents requires additional scrutiny. Interestingly, the respondents from the casino beverage department exhibited higher job satisfaction and a lower intent to leave scores than the respondents from the security and beverage department. It was noted that this study crossed all levels of employee jobs from entry level to upper management. Jowett (2008) noted that the relationship between intrinsic and extrinsic motivation and job satisfaction differs depending on the respondent's role.

Randolph (2005) noted that the intrinsic factors of job satisfaction such as a realistic workload, career advancement, stable job environment, professional growth opportunities, support by administration, communication, recognition for accomplishments, and feeling valued as an employee were significant predictors of job satisfaction and the intent to stay. Randolph (2005) further argued that extrinsic factors such as competitive pay, continuing education, tuition reimbursement, flexible work schedules, and cafeteria-type benefits were important considerations and should not be ignored. Blau and Gibson (2011) reported that their research indicated that intrinsic

scores were higher than extrinsic scores. Perrachione, Rosser, and Petersen (2008) stated that intrinsic and extrinsic factors of job satisfaction both play a role in an employee's job satisfaction and intent to stay, or leave, their position. Cinar, Bektas, and Aslan (2011) stated that while intrinsic factors have a greater degree of motivation than do extrinsic factors, both factors play an important role that affects workers as they go about their jobs. Cerasoli, Nicklin, and Ford (2014) argued that jobs that are repetitive due to the nature of the task and less enjoyable would respond more favorably to extrinsic incentives. However, more complex jobs, jobs that require more personal investment and training would respond more to intrinsic motivation.

The literature is consistent that both intrinsic and extrinsic factors of job satisfaction are important for an organization to meet its objectives. Further investigation into both intrinsic and extrinsic factors of job satisfaction and the intent to leave is warranted, in particular, based on the different roles of the casino employees.

Additional Research Question:

A question was inserted into the survey at the request of casino management to determine the extent to which the employees intended to seek positions with an alternative department within the casino. It was found that twenty-two percent (22%) of the respondents indicated that they intended to change departments within the casino operation if possible. Additionally, a moderately positive relationship was found to exist between the employees' job satisfaction and the desire to move to another department. Conversely, the analysis revealed a significant negative relationship between the intent to leave and the desire to move from their current department to another department. The implication is over one-fifth of the casino employees indicated job satisfaction, but they

want to change departments. If not provided the opportunity, the likelihood is the employee will ultimately leave. This situation represents an opportunity for casino management to engage the employees and (1) learn the “why” behind one-fifth of their employees desire to change departments, and (2) explore options for those employees who desire to change departments to (a) assess their ability to do so, (b) perhaps offer additional training, and (c) dialog with casino Human Resources and Talent Management regarding their options.

Recommendations

As a result of the findings of this study, the following recommendations are suggested:

(1) The results of this study are consistent with the literature and reveal that age is a factor in job satisfaction and the intent to leave. 28.8% of the casino employee respondents are under the age of 34. Developing focus groups based on employees less than 34 years of age should reveal aspects of employee job satisfaction or dissatisfaction that management could build upon to encourage younger worker talent development with the goal of staying at the casino.

(2) The casino industry along with its associated revenue models of hotels, restaurants, and entertainment require a 24-hour workforce. The results of the study are consistent with the literature and reveal that the shift routinely worked was a significant negative factor in job satisfaction and the intent to leave. Specifically, it was found that (1) the mean scores for the intrinsic job satisfaction for employees working the standard daytime shift are higher than the scores for the afternoon/evening shift and the overnight sunrise shift. (2) The mean scores for extrinsic job satisfaction for employees working the

standard daytime shift are higher than the scores for the afternoon/evening shift and the overnight sunrise shift. (3) The mean scores for general job satisfaction for employees working the standard daytime shift are higher than the scores for the afternoon/evening shift (and the overnight sunrise shift. Further, it was found that the mean intent to leave scores for employees working the afternoon/evening shift were higher than the employees working the overnight/sunrise shift an interesting finding that should be investigated. It appears that while the standard daytime shift is the most desirable shift to work, the overnight/sunrise shift is more desirable than the afternoon/evening shift. Casino management should explore factors that could positively influence shift work such as differential wages, the length of the shift, time-off, health surveillance, rotating shifts, and social support to increase job satisfaction and reduce the intent to leave among employees engaged in shift work.

(3) The number of hours the employees work was found to be a factor in job satisfaction and the intent to leave. The implication is that employees who are working full-time have less intent to leave than those working fewer hours than desired. The ratio of part-time employees to full-time should be examined, and a review of possible incentives designed to increase part-time employee's job satisfaction and reduce their intent to leave should be explored. A cost-benefit analysis of various incentives for part-time employees versus the cost of repeated worker replacement is warranted.

(4) The department in which the employees work emerged as a factor regarding job satisfaction and intent to leave. Ten of the forty-nine departments that responded to the study or delivered responses with statistical validity exhibited mean scores lower than the mean for all departments and further, exhibited a higher mean score for the intent to

leave than the other responding departments. Additionally, more than one-fifth of the respondents indicated a desire to move to another department. The good news is that the implication is the employees would rather move to another department than leave the casino. The bad news is that if an opportunity does not avail itself, there is a significant likelihood the employees will leave. Further analysis regarding the department in which the employees work and its relationship to job satisfaction and the intent to leave is warranted.

Gender did not reveal itself to be an issue with all respondents but was identified as an issue within the security, housekeeping, and beverage departments. It was found for all study respondents the mean scores for intrinsic job satisfaction for female employees are higher than the scores for male employees and for rather not say. The mean scores for extrinsic job satisfaction for female employees are higher than the scores for male employees and rather not say. The mean scores for general job satisfaction for female employees are higher than the scores for the male employees (and rather not say). The mean scores for the intent to leave for male employees are higher than the scores for the female employees but lower than the rather not say.

For the security, housekeeping and beverage study respondents, it was found that the mean scores for intrinsic job satisfaction for female employees are higher than the scores for male employees. The mean scores for extrinsic job satisfaction for female) are higher than the scores for male employees. The mean scores for general job satisfaction for female employees are higher than the scores for the male employees. The mean scores for the intent to leave for male employees are higher than the scores for the female employees

In essence, female employees exhibit a higher degree of job satisfaction than male employees while male employees exhibit a higher intent to leave. Robbins and Judge (2009) write that research has found that female employees exhibit a preference for flexibility in their work schedules and a greater desire for part-time employment. The author's further state that the rate of absenteeism is greater for female employees than male employees. Regarding females in management, Robbins and Coulter (2016) reported on a study by Klaus (2008) that argued that female managers exhibited a greater tendency to coach their employees and to create teams that were effective than male managers. Given that 53.3% of the casino respondents are female, it is recommended that further analysis be conducted into shifts, hours worked, supervision and the ratio of female employees to female managers could yield interesting information that would shed light on the issue of gender within these departments.

Limitations

As with most academic research projects, this study has limitations. First, while the overall response rate of 12.7% was excellent, three factors emerged: (1) Forty-nine of the sixty-nine departments (71.0%) within the casino operation responded to the study and/or delivered responses that yielded statistical significance. Twenty departments (29.0%) either did not respond to the study or delivered responses that did not yield statistical validity. (2) The response rate from two of the three departments designated for specific research was small, resulting in the need to combine the three department's responses for statistical validity. (3) Due to the nature of the work performed, some casino departments have very few employees. The net result is the hypotheses were analyzed based on all survey respondents.

Second, while the results of this study may not apply to the overall casino industry, this research can serve as a beginning point for a deeper understanding of how the variables of age, gender, education, years employed by the casino, shift, number of hours worked, and the departments in which the employees work impacts job satisfaction and the intent to leave.

Recommendations for Future Research

Based on the results of this study, the following recommendations for future research are suggested:

1. This quantitative study used Likert-type scale responses. Future researchers could conduct qualitative research to discover more personal, in-depth information regarding job satisfaction and the intent to leave, in particular at the departmental level.

2. Future researchers could find ways to assure a greater departmental level response rate. This would enable the investigator to more deeply explore factors at the departmental level.

3. Agrusa and Lema (2007) stated that a number of perception differences exist between supervisors and non-supervisor employees including decision making, the degree of communication, listening, and the opportunity to take initiative. Gibson and Petrosko (2014) stated that the trust an employee has for their leader affects the employee's intent to leave and could be a greater factor than job satisfaction. It is recommended that casino management engages in additional research into both intrinsic and extrinsic factors of job satisfaction. Future research into employee's perception of their immediate supervision could yield interesting data for casino hiring, development,

and training practices. Including research into leader trust would add a new element to research at the supervisor level.

4. As noted, further research into shifts, hours worked, supervision, leader trust, and the ratio of female employees to female managers would add to the understanding of gender issues at the departmental level.

5. Future researchers could investigate job satisfaction and the intent to leave using other valid and reliable survey instruments.

SUMMARY

The hospitality-leisure industry has a reputation for high employee turnover, and the gaming sector is no exception to this phenomenon. Job satisfaction is inextricably linked to employee turnover. This study served to contribute to the research on job satisfaction and the intent to leave in the casino industry. This study found that the casino study respondents reported a significant negative correlation exists between job satisfaction and the intent to leave. This negative correlation exists for all respondents ($n = 441$) and the respondents from the security, housekeeping, and beverage departments ($n = 58$). Of the demographic variables of age, gender, highest level of education completed, number of years worked for the casino, shift, hours worked per week, and department in which the employees work that were investigated as part of this study, it was found that age, shift and hours worked significantly correlated with the intent to leave. Additionally, it was found that there was a positive relationship between the department in which the employees' work and the intent to leave. Of specific interest is the fact that twenty-two percent (22%) of the study respondents indicated a significant intent to change

departments within the casino organization. The findings of this study will be useful for casino management to investigate and advance the working conditions of casino employees to ensure greater job satisfaction, reduce the intent to leave, and deliver the quality of service that keeps casino patrons returning time and again.

Numerous studies have validated the correlation between job satisfaction and the intent to leave. Wilson (2015) confirmed that in the allied health profession, a significant correlation exists between intrinsic and extrinsic job satisfaction factors and intention to leave. Chen (2014) argued that in the non-profit world, the factors of extrinsic (external) and intrinsic (internal) job satisfaction are important to managers. Firth, Mellor, Moore, and Loquet (2004) reported that in the retail sales profession, managers should consider factors of both intrinsic and extrinsic job satisfaction that are important to employees. Doing so the authors argue, could diminish the intent to leave, reduce employee turnover, and increase profitability. Veloutsou and Panigyrakis (2000) stated that among marketing brand managers, there is a negative relation between job satisfaction, performance, and the intent to leave. Arnup and Bowles (2016) reported that in the teaching profession, a lack of satisfaction with the job was a major predictor of the intent to leave. The results of this researcher's study are consistent with the literature that both the intrinsic (internal) and extrinsic (external) factors of job satisfaction are correlated to the intent to leave, or remain, with an organization.

Vorina, Simonic, and Vlasova (2017) stated that a positive relationship exists between job satisfaction and employee engagement. Leary, Green, Denson, Schoenfeld, Henly, and Langford (2013) concluded that there is a corresponding relationship between job satisfaction and job engagement. Looking at the big picture regarding the importance

of job satisfaction, employee engagement, and the impact on operational success, Jack Welch, former CEO of General Electric summed it up as “There are only three measurements that tell you nearly everything you need to know about your organization’s overall performance: employee engagement, customer satisfaction, and cash flow. It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it” (Brand Integrity, n.d.).

Organizations that want to increase long-term performance should focus efforts to better understand the factors of employee job satisfaction. The implementation of strategies that assure deeper employee engagement and increased job satisfaction should assist in reducing employee turnover and thereby increasing profitability and morale in today’s fast-changing marketplace

References

- Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67, 422-436. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=1&sid=892f443f-9a5f-4ce4-8124-d642b8ac5e70%40sessionmgr4009>
- Age. (2016). In *Merriam-Webster Online*. Retrieved from <http://www.merriam-webster.com/dictionary/age>
- Agrusa, J., & Lema, J. D. (2007). An examination of Mississippi Gulf coast casino management styles with implications for employee turnover. *UNLV Gaming Research & Review Journal*. (11), 13-26. Retrieved from <http://web.a.ebscohost.com.georgefox.idm.oclc.org/ehost/pdfviewer/pdfviewer?sid=ad4ec750-8b33-41fe-8ce0-6ce54eceab11%40sessionmgr4006&vid=4&hid=41122007>.
- AlBattat, R.R., Som, A.P.M., & Helalat, A.S. (2013). Overcoming staff turnover in the hospitality industry using Mobley's model. *International Journal of Learning & Development*. 3(6), 63-74. Retrieved from <http://www.macrothink.org/journal/index.php/ijld/article/viewFile/4844/3991>
- Almalki, M. J., Fitzgerald, G., & Clark, M. (2012). The relationship between quality of work life and turnover intention of primary health care workers in Saudi Arabia. *BioMed Central Health Service Research*. (12), 314. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3507760/pdf/1472-6963-12-314.pdf>

- Arnold, H. J., & Feldman, D. C. (1982). A multivariate analysis of the determinants of job turnover. *Journal of Applied Psychology*. (67) 3, 350-360. Retrieved from https://www.researchgate.net/profile/Hugh_Arnold/publication/232565559_A_Multivariate_Analysis_of_the_Determinants_of_Job_Turnover/links/54d5135f0cf2970e4e643098.pdf
- Arnup, J., & Bowles, T. (2016). Should I stay or should I go? Resilience as a protective factor for teachers' intention to leave the teaching profession. *Australian Council for Educational Research*. (60) 3, p. 229-244. Retrieved from [file:///C:/Users/Wayne/Downloads/out%20\(9\).pdf](file:///C:/Users/Wayne/Downloads/out%20(9).pdf)
- Aydogdum, S., & Asikgil, B. (2011). An empirical study of the responsibility among job satisfaction, organizational commitment and turnover intention. *International Review of Management and Marketing*, 1(3), 43-53. Retrieved from <http://www.econjournals.com/index.php/irmm/article/viewFile/30/24>
- Avery, R. D., Bouchard, T. J. Jr., Segal, N. L., & Abraham, L. M. (1989). Job satisfaction: Environmental and genetic components. *Journal of Applied Psychology*. (74) 2, 187-192. Retrieved from http://s3.amazonaws.com/academia.edu.documents/41427568/Job_satisfaction_Environmental_and_genet20160122-22094-15h7k37.pdf?AWSAccessKeyId=AKIAJ56TQJRTWSMTNPEA&Expires=1480883529&Signature=57ieGJv05W0wxN2g52f3xxCXYlk%3D&response-content-disposition=inline%3B%20filename%3DJob_satisfaction_Environmental_and_genet.pdf

- Ayers, A.M. (2014). The impact of managerial styles and job satisfaction on employee turnover in the hospitality industry. *UNLV Theses, Dissertations, Professional Papers, and Capstones*. Retrieved from <http://digitalscholarship.unlv.edu/cgi/viewcontent.cgi?article=3600&context=thesedsdissertations>
- Back, K., Lee, C., & Abbott, J. (2011) Internal relationship marketing: Korean casino employees' job satisfaction and organizational commitment. *Human Resources Management. Cornell Hospitality Quarterly*. (52) 2, 111-124. Retrieved from https://www.researchgate.net/publication/237937936_Internal_Relationship_Marketing_Korean_Casino_Employees%27_Job_Satisfaction_and_Organizational_Commitment
- Baernholdt, M., & Mark, B.A. (2009). The nurse work environment, job satisfaction and turnover rates in rural and urban nursing units. *Journal of Nursing Management*. (17) 8, 994-1001. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3607628/>
- Bai, B., Brewer, K.P., Sammons, G., & Swerdlow, S. (2006). Job satisfaction, organizational commitment, and internal service quality: A case study of Las Vegas Hotel/Casino Industry. *Journal of Human Resources in Hospitality & Tourism*.(5) 2, 37-54. Retrieved from http://www-tandfonline-com.georgefox.idm.oclc.org/doi/pdf/10.1300/J171v05n02_03?needAccess=true
- Bakotoc, D. (2016). Relationship between job satisfaction and organizational performance. *Economic Research – Ekonomska Istrazivanja*. (29)1, 118-130. Retrieved from

<http://www.tandfonline.com/doi/pdf/10.1080/1331677X.2016.1163946?needAccess=true>

- Bal, P.M., & Dorenboxch, L. (2015) Age-related differences in the relations between individualized HRM and organizational performance: a large-scale employer survey. *Human Resource Management Journal*. (25) 1, p. 41-61. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=1&sid=982b5f16-2c4c-475f-b77a-b7f343de3d54%40sessionmgr4009>
- Baldwin, T.T., Bommer, W.H., & Rubin, R.S. (2008). *Managing Organizational Behavior*. New York: McGraw Hill Education
- Banerjee, A., & Chaudhury, S. (2010). Statistics without teams: Population and samples. *Industrial Psychiatry Journal*. (19) 1, 60-65. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3105563/>
- Barlow KM, Zangoro GA. (2010). Meta-analysis of the reliability and validity of the Anticipated Turnover Scale across studies of registered nurses in the United States. *Journal of Nursing Management*. 18(7):862–873. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=4&sid=824cf856-e818-4e99-8f33-81ee59050f78%40sessionmgr103&hid=123>
- Barnett, R.C., & Gares, K.C. (2000). Reduced-hours employment. *Work and Occupation*. (27)2, p. 168-187. Retrieved from <http://journals.sagepub.com.georgefox.idm.oclc.org/doi/pdf/10.1177/0730888400027002003>
- Battaglia, M.P. (2011). Nonprobability Sampling. *Sage Publications*. Retrieved from file:///C:/Users/Wayne/Downloads/5.2_Nonprobability%20Sampling.pdf

- Baum, A., & Kagan, I. (2015). Job satisfaction and intent to leave among psychiatric nurses: Closed versus open wards. *Achieves of Psychiatric Nursing*. (29) 213-216.
Retrieved from
<http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?sid=1471520d-6cf5-4c3e-b3a0-62be8a280737%40sessionmgr120&vid=33&hid=125>
- Bazelon, C., Neels, K., & Seth, P. (2012). Beyond the casino floor: Economic impacts of the commercial casino industry. *The American Gaming Association*. Retrieved from <http://www.multivu.com/assets/53019/documents/Full-Report-Beyond-the-Casino-Floor-original.PDF>
- Bedeian, A.G., Ferris, G.R., & Kacmar, K.M. (1992). Age, tenure, and job satisfaction: A tale of two perspectives. *Journal of Vocational Behavior*. (40), p. 33-48.
Retrieved from
https://www.researchgate.net/profile/K_Kacmar/publication/222477340_Age_Tenure_and_Job_Satisfaction_A_Tale_of_Two_Perspectives/links/0deec52d68ea966f14000000.pdf
- Bellou, V. (2010). Organizational culture as a predictor of job satisfaction: the role of gender and age. *Career Development International*. Retrieved from
http://s3.amazonaws.com/academia.edu.documents/42468221/3_Career_Development_International.pdf?AWSAccessKeyId=AKIAJ56TQJRTWSMTNPEA&Expires=1480885869&Signature=X6Sp46X3qV%2FL7hlH%2BDeq2Vl5Gig%3D&response-content-disposition=inline%3B%20filename%3DBellou_V._2010._.Organizational_culture.pdf

- Benton, A. D. (2016). Understanding the diverging paths of stayers and leavers: An examination of factors predicting worker retention. *Children and Youth Services Review*. (65), 70-77. Retrieved from http://ac.els-cdn.com.proxy195.nclive.org/S0190740916301189/1-s2.0-S0190740916301189-main.pdf?_tid=ed18590e-d5b6-11e6-a6b2-00000aab0f6c&acdnat=1483889412_2d06a459421d491e12d3556bc6861a1a
- Bertrand, M., & Mullainathan, S. (2001). Do people mean what they say? Implications for subjective survey data. *Economics and Social Behavior*. Retrieved from http://faculty.chicagobooth.edu/marianne.Bertrand/research/papers/mean_say_aer.pdf
- Blau, G., & Gibson, G. (2011). Exploring antecedents of intrinsic versus extrinsic satisfaction in a sample of emergency medical service professionals. *Journal of Workplace Behavioral Health*. (26), 3, p. 240-251. Retrieved from <http://www-tandfonline-com.georgefox.idm.oclc.org/doi/pdf/10.1080/15555240.2011.589725?needAccess=true>
- Boyle, J. (Jan. 26, 2017). Cherokee casino banking on \$200 million, hotel convention expansion. *Asheville Citizen-Times*. Retrieved from <http://www.citizen-times.com/story/news/local/2017/01/26/cherokee-casino-banking-200m-hotel-convention-expansion/96786782/>
- Brand Integrity. (n.d.). The only three measurements that matter. Retrieved from <https://bowvalleycollege.libguides.com/apa-style/website>

Business Dictionary. (n.d.). Labor turnover. Retrieved from

<http://www.businessdictionary.com/definition/labor-turnover.html>

Carnall, C., & Wild, R. (1974). Job attitudes and overall job satisfaction: The effect of biographical and employment variables. *Journal of Management Studies*. (11)1, 62-67. Retrieved from

<http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?sid=6507aecc-ddd7-40e4-bb7a-2f61db9499e4%40sessionmgr4009&vid=21&hid=4206>

Casinos. (2016). In *Merriam-Webster Online*. Retrieved from <http://www.merriam-webster.com/dictionary/casino>

Cerasoli, C.P., Nicklin, J.M., & Ford, M.T. (2014, February 3). Intrinsic Motivation and Extrinsic Incentives Jointly Predict Performance: A 40-Year Meta-Analysis.

Psychological Bulletin. Retrieved from

http://unotes.hartford.edu/announcements/images/2014_03_04_Cerasoli_and_Nicklin_publish_in_Psychological_Bulletin_.pdf

Chan, L.L.M., Shaffer, M.A., & Snape, E. (2004). In search of sustained competitive advantage: the impact of organizational culture, competitive strategy, and human resource management practices on firm performance. *International Journal of Human Resource Management*. (15)1, 17-35. Retrieved from

<http://web.b.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=22&sid=aa60ef3a-ec02-46ab-9120-3c79f57db5aa%40sessionmgr101&hid=116>

Chan, S.H., Wan, Y.P., & Kuok, O.M. (May-June, 2015) Relationships among burnout, job satisfaction, and turnover of casino employees in Macau. *Journal of*

Hospitality Marketing & Management. Retrieved from

<http://web.b.ebscohost.com/geo/fox.idm.oclc.org/ehost/detail/detail?vid=3&sid=0d671359-7338-44bd-a80d-32f7c3f84510%40sessionmgr105&hid=128&bdata=JnNjb3BIPXNpdGU%3d#AN=101869062&db=aph>

Chan, S. & Jepsen, D.M. (2011). Workplace relationships, attitudes, and organizational justice: A hospitality shift worker contextual perspective. *Journal of Human Resources in Hospitality & Tourism*. Retrieved from <http://www.tandfonline.com/geo/fox.idm.oclc.org/doi/pdf/10.1080/15332845.2011.536939?needAccess=true>

Chatfield, H.Y., Mayer, K.J., & Fried, B.N. (2013). Job satisfaction of hospitality faculty in the United States: A current assessment. *Journal of Hospitality & Tourism Education*. (25), 67-79. Retrieved from <http://web.a.ebscohost.com/proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=39&sid=80266bfe-0f3a-4f9c-9573-239a67d20284%40sessionmgr4009&hid=4114>

Chaudhuri, K., Reilly, K.T., & Spencer, D.A. (2015). Job satisfaction, age, and tenure: A generalized dynamic random effects model. *International Journal of Social Economics*. (27) 3, 2130226. Retrieved from http://ac.els-cdn.com/proxy195.nclive.org/S0165176515000695/1-s2.0-S0165176515000695-main.pdf?_tid=ed98306e-0cd1-11e7-a77c-00000aab0f27&acdnat=1489948323_c30d8d2f3c2c424e460c63dfc42ee2f1

- Chen, C. A. (2014). Nonprofit managers' motivational styles: A view beyond the intrinsic-extrinsic dichotomy. *Nonprofit and Voluntary Sector Quarterly*. Vol. 43(4) p. 737–758. Retrieved from <http://journals.sagepub.com.georgefox.idm.oclc.org/doi/pdf/10.1177/0899764013480565>
- Cheng, C., & Liou, S. (2010). Intention to leave of Asian nurses in US hospitals: does cultural orientation matter. *Journal of Clinical Nursing*. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=1&sid=b5ec6c98-2fce-4328-859b-ec6a407962a8%40sessionmgr4006&hid=4204>
- Chiang, F.F.T., Birtch, T.A., & Cai, Z. (2014). Front-line employees' job satisfaction in the hospitality industry: The influence of job demand variability and the moderating roles of job content and job context factors. *Cornell Hospitality Quarterly*. (55)4, 398-407. Retrieved from <http://resolver.ebscohost.com.proxy195.nclive.org/openurl?sid=EBSCO:psych&genre=article&issn=19389655&ISBN=&volume=55&issue=4&date=20141101&spage=398&pages=398-407&title=Cornell%20Hospitality%20Quarterly&atitle=Front-line%20service%20employees%E2%80%99%20job%20satisfaction%20in%20the%20hospitality%20industry%3A%20The%20influence%20of%20job%20demand%20variability%20and%20the%20moderating%20roles%20of%20job%20content%20and%20job%20context%20factors.&aulast=Chiang%2C%20Flora%20F.%20T.&id=DOI:10.1177/1938965513514628>

- Chiang, F. T., T. A. Birtch, and H. K. Kwan. 2010. The moderating roles of job control and work-life balance practices on employee stress in the hotel and catering industry. *International Journal of Hospitality Management* 29:25-32.
- Ching, B. (June 27, 2015). *Literature review on theories of motivation*. Retrieved from <http://www.easybib.com/reference/guide/apa/website>
- Choi, Y. & Dickson, D. R. (2010). A Case Study into the Benefits of Management training Programs: Impacts on Hotel Employee Turnover and Satisfaction Level. *Journal of Human Resources in Hospitality and Tourism*. 9:103-116. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=7&sid=dfacb3d4-9788-427f-b010-9d211e5de466%40sessionmgr1>
- Chung, N.K., Yin, D., & Dellmann-Jenkins, M. (2009) Intrinsic and extrinsic factors impacting casino hotel chefs' job satisfaction. *International Journal of Contemporary Hospitality Management*, (21) 3, 323 – 340. Retrieved from <http://www.emeraldinsight.com/doi/pdfplus/10.1108/09596110910948323>
- Chowdhury, A.K., Debsarkar, A., & Chakrabarty, S. (n.d.). Novel method for assessing urban air quality: Combined air and noise pollutin approach. *Science and Education Puslishing*. (3) 1. Retrieved from <http://pubs.sciepub.com/jap/3/1/1/>
- Churintr, P. (2010). Perceived organizational culture, stress, and job satisfaction affecting on hotel employment retention: A comparison study between management and operational employees. *Employment Relations Record*. 2010, Vol. 10 Issue 2, 64-74. Retrieved from

<http://web.a.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=1&sid=d93624dc-35bb-4285-8131-2d280326da14%40sessionmgr4007&hid=4214>

Cinar, O., Bektas, C., & Aslan, I. (2011). A motivational study on the effectiveness of intrinsic and extrinsic factors. *Economics and Management*. Retrieved from https://www.researchgate.net/profile/Imran_Aslan/publication/267711459_A_MOTIVATION_STUDY_ON_THE_EFFECTIVENESS_OF_INTRINSIC_AND_EXTRINSIC_FACTORS/links/54858a750cf24356db60fe8e.pdf

Coomber, B., & Barriball, K.L. (2006). Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: A review of the research literature. *International Journal of Nursing Studies*. (44), p. 297-314. Retrieved from [http://ac.els-cdn.com.georgefox.idm.oclc.org/S0020748906000666/1-s2.0-S0020748906000666-main.pdf?_tid=4bf753ec-5ff2-11e7-90a8-00000aab0f6c&acdnat=1499088172_7ce00e72ffe63768705a3d44d37b9197](http://ac.els-cdn.com/georgefox.idm.oclc.org/S0020748906000666/1-s2.0-S0020748906000666-main.pdf?_tid=4bf753ec-5ff2-11e7-90a8-00000aab0f6c&acdnat=1499088172_7ce00e72ffe63768705a3d44d37b9197)

Cotton, J.L., & Tuttle, J.H. (1986). A meta-analysis and review with implications for research. *Academy of Management Review*. (11)1, p. 55-70. Retrieved from https://www.researchgate.net/profile/John_Cotton3/publication/211384381_Employee_Turnover_A_Meta-Analysis_and_Review_With_Implications_for_Research/links/54590b130cf2bccc4912b3f5/Employee-Turnover-A-Meta-Analysis-and-Review-With-Implications-for-Research.pdf

Cruz, S. F.G., López-Guzmán, T., & Cañizares, S.M. (2014). Analysis of Job Satisfaction in the Hotel Industry: A Study of Hotels in Spain. *Journal of Human Resources in Hospitality & Tourism*, 13:1, 63-80. Retrieved from <http://www-tandfonline->

com.georgefox.idm.oclc.org/doi/pdf/10.1080/15332845.2013.807394?needAccess=true

- Cunningham, C.H. & Wakefield, J.A. (1975). An empirical comparison of Maslow's and Murray's needs systems. *Journal of Personality Achievement*. (39) 6, 594 – 596.
- Curtis, E.A., Comiskey, C., & Dempsey, O. (2016). Importance of correlational research. Evidence & Practice/Data Analysis. *Nurse Researcher*. (23) 6, p. 20-26. Retrieved from <http://journals.rcni.com/doi/pdfplus/10.7748/nr.2016.e1382>
- Dall'Ora, C., Ball, J., Recio-Saucedo, A., & Griffiths, P. (2016). Characteristics of shift work and their impact on employee performance and wellbeing: A literature review. *International Journal of Nursing Studies*. (57), p. 12-27. Retrieved from http://ac.els-cdn.com.proxy195.nclive.org/S0020748916000080/1-s2.0-S0020748916000080-main.pdf?_tid=582980cc-5f3e-11e7-8c4d-00000aab0f6b&acdnat=1499010883_eab453284163bc7c89c92f8dc51fd3ad
- Deci, E.L. & Ryan, R.M. (2000). The “what” and the “why” of goal pursuits: The human needs and the self-determination of behavior. *Psychology Inquiry*. (22) 4, 227-268. Retrieved from Dicker, R. (Feb. 8, 2012). Casino industry accounts for a significant slice of the U.S. Industry. *Huffington Post*. Retrieved from http://www.huffingtonpost.com/2012/02/07/casino-industry-gdp_n_1260038.html
- Demilt, D.G., Fitzpatrick, J.J., & McNulty, R. (2011). Nurse practitioners' job satisfaction and intent to leave current positions, the nursing profession, and the nurse practitioner role as a direct care provider. *Journal of the American Academy of Nurse Practitioners*. (23), 42-50. Retrieved from

<http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=1&sid=9768cdf8-1a89-4271-aaca-0cd4f74e4706%40sessionmgr4010&hid=4204>

Dollar, C., & Broach, D. (2006). Comparison of intent-to-leave with actual turnover with the FAA. *Civil Aerospace Medical Institute, Federal Aviation Administration*. Retrieved from <http://libraryonline.erau.edu/online-full-text/faa-aviation-medicine-reports/AM06-30.pdf>

Duffy, M.K., Shaw, J.D., & Ganster, D.C. (1998). Positive affectivity and negative outcomes: The role of tenure and job satisfaction. *Journal of Applied Psychology*. (83) 6, 950-959. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?sid=6507aecc-ddd7-40e4-bb7a-2f61db9499e4%40sessionmgr4009&vid=35&hid=4206>

Dugguh, S.I., & Ayaga, D. (2014). Job satisfaction theories: Traceability to employee performance in organizations. *IOSR Journal of Business and Management*. (16)5, 11-18. Retrieved from <http://iosrjournals.org/iosr-jbm/papers/Vol16-issue5/Version-1/C016511118.pdf>

Edmans, A. (2012). The link between job satisfaction and firm value, with implications for corporate social responsibility. *Academy of Management*. (26) 4, 1-19. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=8&sid=f38a6113-ace5-4307-bbbf-20abfb02e05a%40sessionmgr4006&hid=4209>

Educational attainment of a person. (2016, November 26). In *Statcan online*. Retrieved from <http://www.statcan.gc.ca/eng/concepts/definitions/education02>

- Employee Turnover. (2016). In *Business Dictionary*. Retrieved from <http://www.businessdictionary.com/definition/labor-turnover.html>
- Ethnicity. (2016) In *Merriam-Webster Online*. Retrieved from <http://www.merriam-webster.com/dictionary/ethnicity>
- Firth, L., Mellor, D., Moore, K.A., & Loquet, C. (2004). How can managers reduce employee intention to quit? *Journal of Managerial Psychology*. vol. 19, no. 2, pp. 170-187. Retrieved from <http://dro.deakin.edu.au/eserv/DU:30008720/mellor-howcanmanagers-post-2004.pdf>
- Fitz-enz, J. (1997). It's costly to lose good employees. *Workforce*, 50, 50. Retrieved from <http://www.workforce.com/1997/08/01/its-costly-to-lose-good-employees/>
- FluidSurveys. (2016). Sample size calculator. *Fluid Surveys*. Retrieved from <http://fluidsurveys.com/survey-sample-size-calculator/>
- Fricker, Jr., R.D., & Schonlau, M. (2002). Advantages and disadvantages of internet research surveys: Evidence from the literature. *Field Methods*, (14)4, 347-367. Retrieved from <http://journals.sagepub.com/doi/pdf/10.1177/152582202237725>
- Furnham, A., Eracleous, A., & Chamorro-Premuzic, T. (2009). Personality, motivation and job performance: Herzberg meets the Big Five. *Journal of Managerial Psychology*. (24) 8, 765-779. Retrieved from <http://search.proquest.com.proxy195.nclive.org/docview/215867349/fulltextPDF/BE46070BC1764A7EPQ/1?accountid=14968>
- Gambling. (2016). In *Merriam-Webster Online*. Retrieved from <http://www.merriam-webster.com/dictionary/gamble>

- Gaming. (2016) In *Merriam-Webster Online*. Retrieved from <http://www.merriam-webster.com/dictionary/gaming>
- George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference*. 11.0 update (4th ed.). Boston: Allyn & Bacon.
- Gender. (2016). In *Merriam-Webster Online*. Retrieved from <http://www.merriam-webster.com/dictionary/gender>
- Ghiselli, R., La Lopa, J.M., & Bai, B. (2001). Job satisfaction, life satisfaction, and turnover intent. *Cornell Hotel and Restaurant Administration Quarterly*. Retrieved from https://www.researchgate.net/profile/Billy_Bai2/publication/222753935_Job_satisfaction_life_satisfaction_and_turnover_intent_Among_food-service_managers/links/54ad766a0cf24aca1c6f5962.pdf
- Gibson, D., & Petrosko, J. (2014). Trust in leader and its effect on job satisfaction and intent to leave in a healthcare setting. *New Horizons in Adult Education & Human Resource Development*. (26) 3, p. 3-19. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=3&sid=1c0eb5fa-832e-4f12-b836-b3cf95d09b63%40sessionmgr103>
- Glazer, S. (2005). Six of one, half dozen of the other: Problems with working fixed and rotating shifts. *International Journal of Stress Management*, (12), 2, p. 142-163. Retrieved from <http://web.a.ebscohost.com.georgefox.idm.oclc.org/ehost/pdfviewer/pdfviewer?vid=4&sid=57f79e66-0b0f-4c92-afbe-d4766a9515ba%40sessionmgr4010>

- Gliem, J.A., & Gliem, R.R. (2003). Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-Type scales. *2003 Midwest Research to Practice Conference in Adult, Continuing, and Community Education*. Retrieved from <https://scholarworks.iupui.edu/bitstream/handle/1805/344/Gliem%20%26%20Gliem.pdf?sequence=1&isAllowed=y>
- Goetz, K., Campbell, S.M., Broger, B., Dorfer, C.E., Brodowski, M., & Szecsenyi, J. (2012). The impact of intrinsic and extrinsic factors on the job satisfaction of dentists. *Community Dentistry and Oral Epidemiology*. (40), p. 474-480. Retrieved from <http://onlinelibrary.wiley.com.proxy195.nclive.org/doi/10.1111/j.1600-0528.2012.00693.x/epdf>
- Goldwasser, D. (2000). Hospitality trainers take on a tight market. *Retention Cafe*. (37) 2. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/detail/detail?vid=17&sid=49d4802e-54a9-49dc-8490-70874d558140%40sessionmgr4006&hid=4204&bdata=JnNpdGU9ZWhtvc3QtbGl2ZSZzY29wZT1zaXRl#AN=EJ617466&db=eric>
- Greenberg, J. (1990). Organizational justice; yesterday, today, and tomorrow. *Journal of Management*. (16) 2, 399-432. Retrieved from <http://jom.sagepub.com/content/16/2/399.short>
- Griffeth, R.W., Hom, P.W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research

- implications for the next millennium. *Journal of Management*. (26), 1, p. 463-488. Retrieved from
https://www.researchgate.net/publication/211386931_A_Meta-Analysis_of_Antecedents_and_Correlates_of_Employee_Turnover_Update_Moderator_Tests_and_Research_Implications_for_the_Next_Millennium
- Groundbreaking New Research Reveals Impressive Magnitude of U.S. Casino Gaming Industry. (October 7, 2014). *American Gaming Association*. Retrieved from
<https://www.americangaming.org/newsroom/press-releases/groundbreaking-new-research-reveals-impressive-magnitude-us-casino-gaming>
- Gu, Z., & Siu, R.C.S., (2009). Drivers of job satisfaction as related to work performance in Macao casino hotels. *International Journal of Contemporary Hospitality Management*. (21) 5, 561-578. Retrieved from
<http://www.emeraldinsight.com.proxy195.nclive.org/doi/pdfplus/10.1108/09596110910967809>
- Hackman, J. R & Oldham, G.R (1976). Motivation through the design of work. *Organizational Behavior and Human Performance*. (16) 250-279. Retrieved from
https://s3.amazonaws.com/academia.edu.documents/27072096/jrh1976_3.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1508083580&Signature=Vg%2BEnGLdw%2FXaUm%2B80jMU7i78BxI%3D&response-content-disposition=inline%3B%20filename%3DMotivation_through_the_design_of_work_Te.pdf
- Hair, J.F., Black, B.J., Babin, B.J., Anderson, R.E., & Tatham, R.L. (2006). *Multivariate Analysis*, 6th ed. Upper Saddle River: Pearson University Press

- Hale, J. (1998). Strategic Rewards: Keeping your best talent from walking out the door. *Compensation and Benefits*. (14)3, 39-50. Retrieved from <http://search.proquest.com.proxy195.nclive.org/docview/206600779/fulltextPDF/EB612B064BDE4805PQ/1?accountid=14968>
- Harter, J.K., Schmidt, F.L., & Hayes, T.L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*. (87) 2, 268-279. Retrieved from https://www.researchgate.net/profile/Frank_Schmidt10/publication/11367971_Business-Unit-Level_Relationship_Between_Employee_Satisfaction_Employee_Engagement_and_Business_Outcomes_A_Meta-Analysis/links/53e298320cf275a5fdda31d0.pdf
- Hausknecht, J.P., Rodda, J., & Howard, M.J. (2009). Targeted employee retention: Performance-based and job-related differences in reported reasons for staying. *Human Resource Management*. (48) 2, p. 269-288. Retrieved from <http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1485&context=cahrswp>
- Hausknecht, J.P., Trevor, C.O., & Howard, M.J. (2009). Unit-level voluntary turnover rates and customer service quality: Implication of group cohesiveness, newcomer concentration, and size. *Cornell University ILR School Digital Commons Articles and Chapters*. Retrieved from <http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1327&context=articles>

- Hayes, L.J., O'Brien-Pallas, L., Duffeld, C., Shamian, N.J., Buchan, J., Hughes, F., Laschinger, H.K.S., & North, N. (2006). Nurse turnover: A literature review. *International Journal of Nursing Studies*. (43), 237-263. Retrieved from https://www.researchgate.net/profile/Christine_Duffield/publication/7861759_Nurse_turnover_A_literature_review/links/54d2eae30cf28e069726f87b.pdf
- He, P., Murrmann, S.K., & Perdue, R.R. (2010). An investigation of the relationships among employee empowerment, employee perceived service quality, and employee job satisfaction in a U.S. hospitality organization. *Journal of Foodservice Business Research*. (13), 36-50. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=8&sid=e14e6d5a-87d9-4474-ab4c-ff8431c65a13%40sessionmgr120&hid=123>
- Hellman, C.M. (1997). Job satisfaction and intent to leave. *Journal of Social Psychology*. (137) 6, p. 677-689. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?sid=5660ef09-8ee3-45b9-a1a5-7e7fcb428483%40sessionmgr4009&vid=12&hid=4104>
- Hersch, J. (Feb.1991). Education match and job match. *The Review of Economics and Statistics*. (73) 1, 140-144. Retrieved from http://www.jstor.org/stable/2109696?seq=1#page_scan_tab_contents
- Herzberg, F. (January-February 1968). One more time: How do you motivate employees? *Harvard Business Review*. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=2&sid=648df080-f389-4100-88c5-ce30231db016%40sessionmgr107&hid=101>

- Heskett, J.L., Jones, T.O., Loveman, G.W., Sasser, Jr., W.E., & Schlesinger, L.A. (July-August 2008). Putting the service-profit chain to work. *Harvard Business Review*. 118-129. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=25&sid=d81f7fc8-8d23-42a3-a54b-c1499e3a73b3%40sessionmgr1>
- Hinken, T.R., & Tracey, J.B. (2000). The cost of turnover: Putting a price on the learning curve. *Cornell University Scholarly Commons*. Retrieved from <http://scholarship.sha.cornell.edu/cgi/viewcontent.cgi?article=1446&context=articles>
- Hinshaw, A.S. & Atwood, J.R. (1984). Anticipated turnover among nursing staff. Final report. *National Institute of Health. National Center for Nursing Research*. No. R01NU00908.
- Hochwarter, W.A., Ferris, G.R., Canty, A.L., Frink, D.D., Perrewé, P.L., & Berkson, H.M. (2001). The role of gender in form and magnitude. *Journal of Applied Social Psychology*. (31), 11, p. 2357-2377. Retrieved from <http://onlinelibrary.wiley.com.proxy195.nclive.org/doi/10.1111/j.1559-1816.2001.tb00180.x/epdf>
- Holmes, D. (2016). U.S. Gaming industry surpasses \$70 billion in annual revenue growth as organic growth returns in 2015. *Casino Journal*. Retrieved from <http://www.casinojournal.com/articles/90379-us-gaming-growth?v=preview>
- Holtom, B.C., Mitchell, T.R., Lee, T.W., & Eberly, M.B. (2008) Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. *The Academy of Management Annals*, (2)1, p. 231-274. Retrieved from

<http://s3.amazonaws.com/academia.edu.documents/39973124/publication-39524.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1499004904&Signature=w0EK8LzlOxSmUnbeljjoKWSirOo%3D&response-content-disposition=inline%3B%20filename%3DPublication-39524.pdf>

Horn, P.W., Roberson, L., & Ellis, A.D. (2008). Challenging conventional wisdom about who quits: Revelations from corporate America. *Journal of Applied Psychology*. (93)1, p. 1-34. Retrieved from

<http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=7&sid=157b9900-7691-4946-936f-49eb935706f8%40sessionmgr102>

House, R.J., & Wigdor, L.A. (1967). Hertzberg's dual-factor theory of job satisfaction and motivation: A review of the evidence and a criticism. *Personal Psychology*. Retrieved from

http://s3.amazonaws.com/academia.edu.documents/40251552/House_Wigdor.pdf?AWSAccessKeyId=AKIAJ56TQJRTWSMTNPEA&Expires=1480170163&Signature=3d3qHhUodoCXtZNfCQQTqovPLZw%3D&response-content-disposition=inline%3B%20filename%3DHouse_Wigdor.pdf

Huang, M-H., & Cheng, Z-H. (2012). The effects of inter-role conflicts on turnover intention among frontline service providers: does gender matter? *The Service Industries Journal*. (32) 3, p. 367-381. Retrieved from

<http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=1&sid=54387dc9-0816-4a34-85c0-9cb3588f569b%40sessionmgr4006>

- Hullin, C.L., & Waters, L.K. (1997). Regression analysis of three variations of the two-factor theory of job satisfaction. *Journal of Applied Psychology*, (55) 3, 211-217. Retrieved from <https://brainmass.com/file/247646/Stats+Doc+for+Unit+4.pdf>
- Hunter, L. (2010). Challenging the reported disadvantages of –questionnaires and addressing methodological issues of online data collection. *Nurse Researcher*. (20) 1, 11-20. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=16&sid=d360d20c-4c8d-41f6-aa75-e06eaeff9b0%40sessionmgr102&hid=128>
- Igbaria, M, & Siegel, S.R. (1992). The reasons for turnover of information systems personnel. *Information Management*. (23), 321-330. Retrieved from <http://www.sciencedirect.com/science/article/pii/0378720692900147>
- Ioanna-Lavinia, R., Alexandrina, D., & Dalina, D. (2008). Employees' satisfaction, central element of the strategy of competitive organization. *Annals of the University of Oradea, Economic Science*. (17) 4, 553-558. Retrieved from
- Iverson, R.D. (1999). An event history analysis of employee turnover: The case of hospital employees in Australia. *Human Resource Management Review*. (9), 4, p. 397-418. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=3&sid=54387dc9-0816-4a34-85c0-9cb3588f569b%40sessionmgr4006><http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=6&sid=a9478931-176a-47d5-9f60-4b1338892d65%40sessionmgr102>

- Jackofsky, E.F., & Peters, I.H. (1983). Job turnover versus company turnover: Reassessment of the March and Simon Participation Hypothesis. *Journal of Applied Psychology*. (68)/ P/ 490-496. Retrieved from <http://resolver.ebscohost.com.proxy195.nclive.org/openurl?sid=EBSCO%3apsyh&genre=article&issn=00219010&ISBN=&volume=68&issue=3&date=19830801&spage=490&pages=490-495&title=Journal+of+Applied+Psychology&atitle=Job+turnover+versus+company+turnover%3a+Reassessment+of+the+March+and+Simon+participation+hypothesis.&aulast=Jackofsky%2c+Ellen+F.&id=DOI%3a10.1037%2f0021-9010.68.3.490&site=ftf-live>
- Johanson, M.M., & Cho, S. (2009). Uncovering the link between organizational behaviors and employment status in the U.S. hotel industry. *Journal of Human Resources in Hospitality & Tourism*. (8)2, 184-198. Retrieved from [http://www-tandfonline-com.georgefox.idm.oclc.org/doi/pdf/10.1080/15332840802269825?needAccess=true](http://www.tandfonline.com/georgefox.idm.oclc.org/doi/pdf/10.1080/15332840802269825?needAccess=true)
- Johnson, Jr., J.H., Kasarda, J.D., & Appold, S.J. (2011). Assessing the economic impact and non-economic impact of Harrah's Cherokee casino North Carolina. *The University of North Carolina at Chapel Hill*. Retrieved from https://www.kenan-flagler.unc.edu/~media/Files/kenaninstitute/UNC_KenanInstitute_Cherokee.pdf
- Josephson, M., Lindberg, P, Voss, M., Alfredsson, L, & Vingard, E. (2008). The same factors influence job turnover and long spells of sick leave – a 3 year follow-up of Swedish nurses. *European Journal of Public Health*. (18) 4, p. 380-385. Retrieved

from

<http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=2&sid=982b5f16-2c4c-475f-b77a-b7f343de3d54%40sessionmgr4009>

Jowett, S. (2008). What makes coaches tick? The impact of coaches' intrinsic and extrinsic motives on their own satisfaction and that of their athletes. *Scandinavian Journal of Medicine & Science in Sports*. (18), p. 664-673. Retrieved from <http://web.a.ebscohost.com.georgefox.idm.oclc.org/ehost/pdfviewer/pdfviewer?vid=8&sid=7d4dab0f-a5e9-4e31-829c-e303a4cfb21c%40sessionmgr4010>

Jung, H.S. & Yoon, H.H. (2016). The effects of EI on stress-coping styles and job satisfaction in the hospitality industry. *International Journal of Contemporary Hospitality Management*. (28), 1649-1675. Retrieved from <http://resolver.ebscohost.com.proxy195.nclive.org/openurl?sid=EBSCO%3apsyh&genre=article&issn=09596119&ISBN=&volume=28&issue=8&date=20160101&spage=1649&pages=1649-1675&title=International+Journal+of+Contemporary+Hospitality+Management&atitle=Why+is+employees%E2%80%99+emotional+intelligence+important%3f%3a+The+effects+of+ei+on+stress-coping+styles+and+job+satisfaction+in+the+hospitality+industry.&aulast=Jung%2c+Hyo+Sun&id=DOI%3a10.1108%2fIJCHM-10-2014-0509&site=ftf-live>

Karagozoglu, S. (2008). Sleep quality and job satisfaction of Turkish nurses. *Nursing Outlook*. (56) 6, 298-307. Retrieved from <http://resolver.ebscohost.com.proxy195.nclive.org/openurl?sid=EBSCO%3amdc&genre=article&issn=15283968&ISBN=&volume=56&issue=6&date=20081101>

&spage=298-307.e3&pages=298-307.e3&title=Nursing+Outlook&atitle=Sleep+quality+and+job+satisfaction+of+Turkish+nurses.&aulast=Karagozoglu+S&id=DOI%3a10.1016%2fj.outlook.2008.03.009&site=ftf-live

- Karatepe, O.M. (2010). Role stress, emotional exhaustion, and job satisfaction in the hotel industry: The moderating role of supervisory support. *FIU Hospitality Review*. (28) 3, 48-66. Retrieved from <http://digitalcommons.fiu.edu/cgi/viewcontent.cgi?article=1487&context=hospitalityreview>
- Kilby, J., Fox, J., & Lucas, A. (2005). *Casino Operations Management* (2nd ed.). New York, NY: John Wiley and Son
- Kim, N. (2014). Employee turnover intention among newcomers in travel industry. *International Journal of Tourism Research*. (16), 56-64. Retrieved from <http://web.b.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=7&sid=aa60ef3a-ec02-46ab-9120-3c79f57db5aa%40sessionmgr101&hid=116>
- Kim, H. J., K. H. Shin, and W. T. Umbreit. 2007. Hotel job burnout: The role of personality characteristics. *International Journal of Hospitality Management*. 26:421-34.
- Klaus, P. (2008). *The Hard Truth About Soft Skills: Workplace Lessons Smart People Wish They'd Learned Sooner*. New York: Harper Collins
- Kirksehnbaum, A., & Weisberg, J. (2002). Employee's turnover intentions and job destination choices. *Journal of Organizational Behavior*. (23) 1, 109-125. Retrieved from <http://www.wallnetwork.ca/inequity/9kirschenbaum.pdf>

- Kralj, A., & Solnet, D. (2010). Service climate and customer satisfaction in a casino hotel: An exploratory case study. *International Journal of Hospitality Management*. (29), 711-719. Retrieved from <http://undergraduateresearch.erau.edu/Assets/undergradresearch/data/research-types/Exploratory%20Case%20example-2.pdf>
- Lambert, E.G., Hogan, N.L., & Barton, S.M. (2001). The impact of job satisfaction on turnover intent: A Test of a structural measurement model using a national sample of workers. *The Social Science Journal*. p. 233-250. Retrieved from [http://web.a.ebscohost.com.georgefox.idm.oclc.org/ehost/pdfviewer/pdfviewer?vid=6&sid=6b30b713-d998-410c-a76e-66d474ca839e%40sessionmgr4010&hid=4104](http://web.a.ebscohost.com/georgefox.idm.oclc.org/ehost/pdfviewer/pdfviewer?vid=6&sid=6b30b713-d998-410c-a76e-66d474ca839e%40sessionmgr4010&hid=4104)
- Lawter, L., Kopelman, R.E., & Prottas, D.J. (2015). McGregor's theory x/y and job performance: A multilevel, multi-source analysis. *Journal of Managerial Issues*. (27) 1-4, 84-101. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=1&sid=88a47c34-429b-44a3-9e3e-538cc6cc5541%40sessionmgr4010&hid=4109>
- Leary, T.G., Green, R., Denson, K., Schoenfeld, G., Henley, T., & Langford, H. (2013). The relationship among dysfunctional leadership dispositions, employee engagement, job satisfaction, and burnout. *The Psychological-Manager Journal*, (16), 2, P. 112-130. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=2&sid=09d05229-189b-4bca-af6e-42872079a203%40sessionmgr104>

- Ledesma, R.D., & Valero-Mora, P. (2007). Determining the number of factors to retain in EFA: an easy to use computer program for carrying out Parallel Analysis. *Practical Assessment, Research & Evaluation*. (12) 2. Retrieved from <http://pareonline.net/pdf/v12n2.pdf>
- Lee, B. H. , & Jamil , M. (2003) An empirical study of organizational commitment: a multi-level approach . *Journal of Behavioral and Applied Management*. (4) 176 - 186. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=7&sid=631487c0-ecc0-4604-ab21-2834c8cafa82%40sessionmgr4006&hid=4112>
- Lee, C., & Way, K. (2010). Individual employment characteristics of hotel employees that play a role in employee satisfaction and work retention. *International Journal of Hospitality Management*. (29) 3, 344-353. Retrieved from <http://www.sciencedirect.com/science/article/pii/S0278431909001005>
- Level of Education, (2016). In *Statcan online*. Retrieved from <http://www.statcan.gc.ca/eng/concepts/definitions/education02>
- Li. J., Kjm, W.G., & Zhao, X. (2017) Multilevel model of management support and casino employee turnover intention. *Tourism Management*. (59). 193-204. Retrieved from http://www.sciencedirect.com.proxy195.nclive.org/science/article/pii/S0261517716301479?_rdoc=1&_fmt=high&_origin=gateway&_docanchor=&md5=b8429449ccfc9c30159a5f9aeaa92ffb&ccp=y
- Lu, L., Lu, A. C. C., Gursoy, D., & Neale, N. (2016). Work engagement, job satisfaction, and turnover intentions: A comparison between supervisors and line-level

employees. *International Journal of Contemporary Hospitality Management*, 28 (5). Retrieved from

[http://resolver.ebscohost.com.proxy195.nclive.org/openurl?sid=EBSCO%3ahjh&genre=article&issn=09596119&ISBN=&volume=28&issue=4&date=20160601&spage=737&pages=737-](http://resolver.ebscohost.com.proxy195.nclive.org/openurl?sid=EBSCO%3ahjh&genre=article&issn=09596119&ISBN=&volume=28&issue=4&date=20160601&spage=737&pages=737-761&title=International+Journal+of+Contemporary+Hospitality+Management&title=Work+engagement%2c+job+satisfaction%2c+and+turnover+intentions.&author=Lu%2c+Lu&id=DOI%3a10.1108%2fIJCHM-07-2014-0360&site=ftf-live)

[761&title=International+Journal+of+Contemporary+Hospitality+Management&title=Work+engagement%2c+job+satisfaction%2c+and+turnover+intentions.&author=Lu%2c+Lu&id=DOI%3a10.1108%2fIJCHM-07-2014-0360&site=ftf-live](http://resolver.ebscohost.com.proxy195.nclive.org/openurl?sid=EBSCO%3ahjh&genre=article&issn=09596119&ISBN=&volume=28&issue=4&date=20160601&spage=737&pages=737-761&title=International+Journal+of+Contemporary+Hospitality+Management&title=Work+engagement%2c+job+satisfaction%2c+and+turnover+intentions.&author=Lu%2c+Lu&id=DOI%3a10.1108%2fIJCHM-07-2014-0360&site=ftf-live)

Mafini, C., & Dlodlo, N. (2014). The relationship between extrinsic motivation, job satisfaction and life satisfaction amongst employees in a public organization. *SA Journal of Industrial Psychology*. Retrieved from

http://www.scielo.org.za/scielo.php?pid=S2071-07632014000100007&script=sci_arttext&tlng=pt

Magee, W. (2014). Effects of gender and age on pride in work, and job satisfaction.

Springer Science + Media. Retrieved from

<http://web.b.ebscohost.com/ehost/pdfviewer/pdfviewer?sid=a35f20bd-4f63-4e14-a225-5821ab2aaeee%40sessionmgr106&vid=8&hid=118>

Mallol, C.M., Holtom, B.C., & Lee, T.W. (2007). Job embeddedness in a culturally diverse environment. *Journal of Business Psychology*. (22), 35-44. Retrieved from

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.491.5726&rep=rep1&type=pdf>

- Marchante, A.J., Ortega, B. (2007). An analysis of educational mismatch and labor mobility in the hospitality industry. *Journal of Hospitality and Tourism Research*. (31) 3. 299-320. Retrieved from <http://journals.sagepub.com.proxy195.nclive.org/doi/pdf/10.1177/1096348007299920>
- Martins, H. (2012). Minnesota satisfaction questionnaire – Psychometric properties and validation in a population of Portuguese hospital workers. *FEP Economics Working Papers*. Retrieved from <http://wps.fep.up.pt/wps/wp471.pdf>
- Maslow, A.H. (1962). *Toward a Psychology of Being*. New York: Van Nostrand Reinhold
- Massachusetts, Expanded Gaming. (2008). Projecting and Preparing for potential impact of expanded gaming on Commonwealth of Massachusetts. *Spectrum Gaming Group*. Retrieved from <http://www.mass.gov/hed/docs/eohed/ma-gaming-analysis-final.pdf>
- Matzler, K., & Renzl, B. (2007). Assessing asymmetric effects in the formation of employee satisfaction. *Tourism Management*. (28) 1093-1103. Retrieved from https://www.researchgate.net/profile/Birgit_Renzl/publication/222841182_Assessing_Asymmetric_Effects_in_the_Formation_of_Employee_Satisfaction/links/545a5c910cf25c508c308195.pdf
- McCain, S.C., Tsai, H., & Bellino, N. (2010). Organizational justice, employees' ethical behavior, and job satisfaction in the casino industry. *International Journal of Contemporary Hospitality Management*. (22) 7, 992-1009. Retrieved from <http://www.emeraldinsight.com/doi/abs/10.1108/09596111011066644>

- McLeod, S. (2008) Likert scale. *Simple Psychology*. Retrieved from
- McNeilly, K., & Goldsmith, R.E. (1991). The moderating effects of gender and performance on job satisfaction and intentions to leave in the sales force. *Journal of Business Research*. (22), 219-232. Retrieved from https://www.researchgate.net/profile/Ronald_Goldsmith/publication/222802435_The_moderating_effects_of_gender_and_performance_on_job_satisfaction_and_intentions_to_leave_in_the_sales_force/links/0c960529e1c075e4fe000000.pdf
- McPhail, R., Patiar, A., Creed, P., & Davidson, M. (2015). "Development and initial validation of a hospitality employees' job satisfaction index: Evidence from Australia", *International Journal of Contemporary Hospitality Management*, Vol. 27 Iss: 8, pp.1814 – 1838. Retrieved from <http://resolver.ebscohost.com.proxy195.nclive.org/openurl?sid=EBSCO%3abth&genre=article&issn=09596119&ISBN=&volume=27&issue=8&date=20151201&spage=1814&pages=1814-1838&title=International+Journal+of+Contemporary+Hospitality+Management&atitle=Development+and+initial+validation+of+a+hospitality+employees%E2%80%99+job+satisfaction+index.&aulast=McPhail%2c+Ruth&id=DOI%3a10.1108%2fIJCHM-03-2014-0132&site=ftf-live>
- Meilian-Gonzalez, S., Bulchand-Gidumal, J., & Lopez-Valcarcel, B. (2015). New evidence of the relationship between employee satisfaction and firm economic performance. *Personnel Review*. (44) 6, 906-929. Retrieved from <http://www.emeraldinsight.com.proxy195.nclive.org/doi/pdfplus/10.1108/PR-01-2014-0023>

- Michaels, C.E., & Spector, P.E. (1982). Causes of employee turnover: A test of the Mobley, Griffith, Hand, and Meglino Model. *Journal of Applied Psychology*. (67) 1, 53-59. Retrieved from
- Mobley, W. H. (1982). Some unanswered questions in turnover and withdrawal research. *Academy of Management Review*, 7, 111–116.
- Molla, I.H. (2015). Ensuring job satisfaction for managing people at work. *Global Disclosure of Economics and Business*. (4)2, 155-166. Retrieved from <http://publicationslist.org/data/gdeb/ref-29/GDEB%209.8.pdf>
- Moorman, R. H. (1993). The influence of cognitive and affective based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior. *Human Relations*, 46(6), 759-776.
- Moshin, A., Lengler, J., & Kumar, B. (2013). Exploring the antecedents of intentions to leave the job: The case of luxury hotel staff. *International journal of Hospitality Management*. (35) 48-58. Retrieved from http://ac.els-cdn.com.proxy195.nclive.org/S0278431913000637/1-s2.0-S0278431913000637-main.pdf?_tid=b79eb246-d674-11e6-80d9-00000aab0f26&acdnat=1483970927_3b380c0eb498d20e750de24cd23d5b8e
- Mottaz, C.J. (autumn, 1985). The relative importance of intrinsic and extrinsic rewards as determinants of work satisfaction. *The Sociological Quarterly*, (26) 3, 265-385. Retrieved from file:///C:/Users/Wayne/Downloads/4106221%20(1).pdf
- Murray, H.A. (1938). *Explorations in Personality*. New York: Oxford University Press.
- Natarajan, N.K., & Nagar, D. (2011). Effects of service tenure and nature of occupation on organizational commitment and job satisfaction. *Journal of Management*

Research. (11)1, 59-64. Retrieved from

<http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?sid=6507aecc-ddd7-40e4-bb7a-2f61db9499e4%40sessionmgr4009&vid=67&hid=4206>

Newland, J. (2014). How do you define age? *The Nurse Practitioner.* (39) 7, p 6.

Retrieved from [http://ovidsp.tx.ovid.com.proxy195.nclive.org/sp-](http://ovidsp.tx.ovid.com.proxy195.nclive.org/sp-3.26.1a/ovidweb.cgi?QS2=434f4e1a73d37e8c3b61fcc465cfeaf2361f39a2432b2b44dc56404b948d9262348be1acc4c99988d9b0720d4e418cefcfa447e2220e5a3886a678ee6442385c265b4fe07575057b5ae25d1c52d208cbc57e85ac55d906d692beb2d6f3fdbd7847338e23df33805c55bf0c3541437f46642924543cad3edefa25179fa8da414a95a430156675045468e22edd08673d0b64de2bfaf6b22c974513071e8eea25a0d6735ca7c90fad1afab1c0ba8093177f6c2ff6eee5b5a7fa5ddc8d3e450d0306ebd566a19808e19c8a237bc28410776647f49ff23a3d3becbcbfb90553a2568399c196cd6e7d61aeb924d200a389bc1983d338969b985dabdda3c9a2401891e43c6ec56e4bc68a24c8ee41166bee405d0df46c4ed11b265b787b7d9fac3f274adfa846760fb26063946411190002d5fa5cb509fe01349cc39fe6d88e755ad3957794618f4f1b8cc60cac360d402eced7f417d58e25220ff27f4125eb81a08108fd0aeffdba3ab30fab053bcc59b67ae10bf3a71ca820b84afee58c9ecb3099ccd65e89bd46bb9669a51cdece54c7354ff74ac74a2bb96f27a9bb806986e544c808810c51b9cab2f347c41525312244989b37dc2af35ef415cd89b81ad0f15983d8f310a6f69273da8c04f3f602352b899f912095413a105184a8aec4792b9b35)

[3.26.1a/ovidweb.cgi?QS2=434f4e1a73d37e8c3b61fcc465cfeaf2361f39a2432b2b44dc56404b948d9262348be1acc4c99988d9b0720d4e418cefcfa447e2220e5a3886a678ee6442385c265b4fe07575057b5ae25d1c52d208cbc57e85ac55d906d692beb2d6f3fdbd7847338e23df33805c55bf0c3541437f46642924543cad3edefa25179fa8da414a95a430156675045468e22edd08673d0b64de2bfaf6b22c974513071e8eea25a0d6735ca7c90fad1afab1c0ba8093177f6c2ff6eee5b5a7fa5ddc8d3e450d0306ebd566a19808e19c8a237bc28410776647f49ff23a3d3becbcbfb90553a2568399c196cd6e7d61aeb924d200a389bc1983d338969b985dabdda3c9a2401891e43c6ec56e4bc68a24c8ee41166bee405d0df46c4ed11b265b787b7d9fac3f274adfa846760fb26063946411190002d5fa5cb509fe01349cc39fe6d88e755ad3957794618f4f1b8cc60cac360d402eced7f417d58e25220ff27f4125eb81a08108fd0aeffdba3ab30fab053bcc59b67ae10bf3a71ca820b84afee58c9ecb3099ccd65e89bd46bb9669a51cdece54c7354ff74ac74a2bb96f27a9bb806986e544c808810c51b9cab2f347c41525312244989b37dc2af35ef415cd89b81ad0f15983d8f310a6f69273da8c04f3f602352b899f912095413a105184a8aec4792b9b35](http://ovidsp.tx.ovid.com.proxy195.nclive.org/sp-3.26.1a/ovidweb.cgi?QS2=434f4e1a73d37e8c3b61fcc465cfeaf2361f39a2432b2b44dc56404b948d9262348be1acc4c99988d9b0720d4e418cefcfa447e2220e5a3886a678ee6442385c265b4fe07575057b5ae25d1c52d208cbc57e85ac55d906d692beb2d6f3fdbd7847338e23df33805c55bf0c3541437f46642924543cad3edefa25179fa8da414a95a430156675045468e22edd08673d0b64de2bfaf6b22c974513071e8eea25a0d6735ca7c90fad1afab1c0ba8093177f6c2ff6eee5b5a7fa5ddc8d3e450d0306ebd566a19808e19c8a237bc28410776647f49ff23a3d3becbcbfb90553a2568399c196cd6e7d61aeb924d200a389bc1983d338969b985dabdda3c9a2401891e43c6ec56e4bc68a24c8ee41166bee405d0df46c4ed11b265b787b7d9fac3f274adfa846760fb26063946411190002d5fa5cb509fe01349cc39fe6d88e755ad3957794618f4f1b8cc60cac360d402eced7f417d58e25220ff27f4125eb81a08108fd0aeffdba3ab30fab053bcc59b67ae10bf3a71ca820b84afee58c9ecb3099ccd65e89bd46bb9669a51cdece54c7354ff74ac74a2bb96f27a9bb806986e544c808810c51b9cab2f347c41525312244989b37dc2af35ef415cd89b81ad0f15983d8f310a6f69273da8c04f3f602352b899f912095413a105184a8aec4792b9b35)

Niehoff, B.P., & Moorman, R.H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy*

- of Management Journal*. (36) 3, pp. 527-539. Retrieved from
<http://web.a.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=7&sid=d93624dc-35bb-4285-8131-2d280326da14%40sessionmgr4007&hid=4214>
- Nogueras, D.J. (2006). Occupational commitment, education, and experience as a predictor of intent to leave the nursing profession. *Nursing Economics*. (24)2. Retrieved from
<http://web.b.ebscohost.com/georgefox.idm.oclc.org/ehost/pdfviewer/pdfviewer?vid=3&sid=08bb7bd4-6c55-4d38-a343-a8b31e93f667%40sessionmgr120>
- Nulty, D.D. (2008). The adequacy of response rates to online and paper surveys: What can be done? *Assessment & Evaluation in Higher Education*. (33) 3, 301-314. Retrieved from <https://www.uaf.edu/files/uafgov/fsadmin-nulty5-19-10.pdf>
- O'Neill, J. W., and K. Davis. 2011. Work stress and well-being in the hotel industry. *International Journal of Hospitality Management* 30:385-90.
- Ouedraogo, A., & Leclerc, A. (2013). Job satisfaction and organizational performance: Evidence from Canadian credit union. *Journal of Organizational Culture, Communications, and Conflict*. (17) 1. Retrieved from
<http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=13&sid=dcabf60a-1fe4-4b64-a437-bd5052d05e46%40sessionmgr4008&hid=4207>
- Perrachione, B.A., Rosser, V.J., & Petersen, G.J. (2008). Why do they stay? Elementary Teachers' perceptions of job satisfaction and retention. *The Professional Educator*. (32)2, p. 1-17. Retrieved from
<http://files.eric.ed.gov/fulltext/EJ862759.pdf>

- Pfeffer, J. (2007). Human resources from an organizational behavior perspective: Some paradoxes explained. *Journal of Economic Perspective*. (21) 4, p. 115-134.
- Retrieved from
<http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=5&sid=65bab3dc-536c-436d-b968-029fd120a9b5%40sessionmgr4006&hid=4207>
- Phillips, H.L., & Houghton, P.M. (2007). Establishing a safe and effective shift schedule. *The Behavior Analyst Today*. (8) 4, p. 528-535. Retrieved from
<http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=18&sid=2210c25a-eebb-4332-a6c5-50e2c0331ae7%40sessionmgr103>
- Pitts, D., Marvel, J., & Fernandez, S. (2011). So hard to say goodbye? Turnover intention among U.S. Federal employees. *Public Administration Review*. Retrieved from
<http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=7&sid=982b5f16-2c4c-475f-b77a-b7f343de3d54%40sessionmgr4009>
- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996b) Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of Management*. 22, 259-298. Retrieved from
<http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=7&sid=631487c0-ecc0-4604-ab21-2834c8cafa82%40sessionmgr4006&hid=4112>
- Prentice, C. (2013). Service quality perceptions and customer loyalty in casinos. *International Journal of Contemporary Hospitality Management*, (25), 1, p. 49-64. Retrieved from
<http://www.emeraldinsight.com/doi/pdfplus/10.1108/09596111311290219>

- Quota Sampling. (n.d.). Quota sampling. *Explorable*. Retrieved from <https://explorable.com/quota-sampling>
- Ramlall, S. (2003). Managing employee retention as a strategy for increasing organizational competitiveness. *Applied H.R.M. Research*. (8)2, 63-72. Retrieved from http://www.xavier.edu/appliedhrmresearch/2003-Winter/MS%208_2_%20Ramlall.pdf
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *The Journal of American Academy of Business*. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=1&sid=4729e66c-95fe-4dc8-99b9-9738f9bc653c%40sessionmgr107&hid=128>
- Randolph, D.S. (2005). Predicting the effect of extrinsic and intrinsic job satisfaction factors on recruitment and retention of rehabilitation professionals. *Journal of Healthcare Management*. (50) 1, 49-60. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=22&sid=80266bfe-0f3a-4f9c-9573-239a67d20284%40sessionmgr4009&hid=4114>
- Ratner, B. (n.d.). The correlation coefficient: Definition. *DM Stat-1 Articles*. Retrieved from <http://www.dmstat1.com/res/TheCorrelationCoefficientDefined.html>
- Rattray, J., & Jones, M.C. (2005). Essential elements of questionnaire design and development. *Journal of Clinical Nursing*. (16), 234-243. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=1&sid=43f0d1af-9568-42b8-9b97-1110ad08a43b%40sessionmgr120&hid=128>

Reynolds, M. (n.d.). Three categories of the hospitality industry. *Chron Small Business*.

Retrieved from <http://smallbusiness.chron.com/three-categories-hospitality-industry-58524.html>

Riley, C. (January 6, 2014). Macau's gambling industry dwarfs Vegas. *CNN Money*.

Retrieved from <http://money.cnn.com/2014/01/06/news/macau-casino-gambling/>

Robbins, S.P., & Coulter, M.C. (2016). *Management*. Upper saddle River, NJ. Pearson Education.

Robbins, S.P. & Judge, T.A. (2009) *Organizational Behavior*. Upper Saddle River, NJ. Pearson Education

Rothfelder, K., Ottenbacher, M.C., & Harrington, R.J. (2013) *Tourism and Hospitality*

Research. (12)4, 201-214. Retrieved from

<http://resolver.ebscohost.com.proxy195.nclive.org/openurl?sid=EBSCO:bth&genre=article&issn=14673584&ISBN=&volume=12&issue=4&date=20121001&spage=201&pages=201->

[214&title=Tourism%20%20Hospitality%20Research&atitle=The%20impact%20of%20transformational%2C%20transactional%20and%20non-leadership%20styles%20on%20employee%20job%20satisfaction%20in%20the%20German%20hospitality%20industry.&aulast=Rothfelder%2C%20Kathrin&id=DOI:10.1177/1467358413493636](http://resolver.ebscohost.com.proxy195.nclive.org/openurl?sid=EBSCO:bth&genre=article&issn=14673584&ISBN=&volume=12&issue=4&date=20121001&spage=201&pages=201-214&title=Tourism%20%20Hospitality%20Research&atitle=The%20impact%20of%20transformational%2C%20transactional%20and%20non-leadership%20styles%20on%20employee%20job%20satisfaction%20in%20the%20German%20hospitality%20industry.&aulast=Rothfelder%2C%20Kathrin&id=DOI:10.1177/1467358413493636)

Russ, T.L. (2013). The relationship between theory X/Y: assumptions and

communication apprehension. *Leadership & Organizational Development*

Journal. (34) 3, 238-249. Retrieved from

<http://resolver.ebscohost.com.proxy195.nclive.org/openurl?sid=EBSCO:psych&ge>

nre=article&issn=01437739&ISBN=&volume=34&issue=3&date=20130101&spage=238&pages=238-249&title=Leadership%20&%20Organization%20Development%20Journal&atitle=The%20relationship%20between%20theory%20X%2FY%3A%20Assumptions%20and%20communication%20apprehension.&aulast=Russ%2C%20Travis%20L.&id=DOI:10.1108/01437731311326675

Ryan, R.M. & Deci, E.L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*. (25), 54-67.

Retrieved from <http://mmrg.pbworks.com/f/Ryan,+Deci+00.pdf>

Saari, L.M., & Judge, T.A. (2004). Employee attitudes and job satisfaction. *Human Resource Management*. (43) 4, 395-407. Retrieved from

<http://utm.edu/staff/mikem/documents/jobsatisfaction.pdf>

Saleh, S.D., & Hyde, J. (1969). Intrinsic and extrinsic orientation and job satisfaction. *Occupational Psychology*, (43), 47-53. Retrieved from

<http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=13&sid=80266bfe-0f3a-4f9c-9573-239a67d20284%40sessionmgr4009&hid=4114>

Samad, S. (July, 2006). The contribution of demographic variables: job characteristics and job satisfaction on turnover intentions. *Journal of International Management Studies*. (1)1. Retrieved from

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.384.2067&rep=rep1&type=pdf>

Sample Size. (2016). Retrieved from <http://research-advisors.com/tools/SampleSize.htm>

- Schwartz, D.G., & Rajnoor, A. (2016). Las Vegas strip casino employment: Productivity, revenues, and payrolls, a statistical study, 1990-2015. *Las Vegas: Center for Gaming Research, University Libraries, University of Nevada Las Vegas, 2016*. Retrieved from http://gaming.unlv.edu/reports/lvstrip_emp.pdf
- Schultz, M., Damkroger, A., Heins, C., Wehlitz, L., Lohr, M., Drissen, M., Behrens, J., & Wingenfeld, K. (2009). Effort-reward imbalance and burnout among German nurses in medical compared with psychiatric hospital settings. *Journal of Psychiatric and Mental Health Nursing*. (16), p. 225-233. Retrieved from <http://onlinelibrary.wiley.com.proxy195.nclive.org/doi/10.1111/j.1365-2850.2008.01355.x/epdf>
- Sharp, B. (2016, March 9). A quick review for managers: Employee retention definition and strategies. *HR Sharp*. Retrieved from <https://hrsoft.com/blog/a-quick-review-for-managers-employee-retention-definition-and-strategies/>
- Shen, J., & Dicker, B. (2008). The impacts of shiftwork on employees. *The International Journal of Human Resource Management*. (19) 2, p. 392-405. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=33&sid=2210c25a-eebb-4332-a6c5-50e2c0331ae7%40sessionmgr103>
- Shift Work (2016). In *Business Dictionary Online*. Retrieved from <http://www.businessdictionary.com/definition/shift-work.html>
- Sims, W.J. (2007). Antecedents of labor turnover in Australian Alpine resorts. *Journal of Human Resources in Hospitality and Tourism*. (6)2. Retrieved from <http://web.b.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=10&sid=aa60ef3a-ec02-46ab-9120-3c79f57db5aa%40sessionmgr101&hid=116>

- Sousa-Poza, A., & Henneberger, F. (2004). Analyzing job mobility with job turnover intentions: An international comparative study. *Journal of Economic Issues*. (38) 1, 113- 137. Retrieved from <http://kumlai.free.fr/RESEARCH/THESE/TEXTE/MOBILITY/neoclassic/Analyzing%20Job%20Mobility%20with%20Job%20Turnover%20Intentions.pdf>
- Sousa-Poza, A., & Sousa-Poza, A. (2007). The effect of job satisfaction on labor turnover by gender: An analysis for Switzerland. *The Journal of Socio-Economics*. (36) 6, p. 8950913. Retrieved from [http://www.sciencedirect.com.georgefox.idm.oclc.org/science/article/pii/S1053535707000479?_rdoc=1&_fmt=high&_origin=gateway&_docanchor=&md5=b8429449ccfc9c30159a5f9aeaa92ffb&ccp=y](http://www.sciencedirect.com/georgefox.idm.oclc.org/science/article/pii/S1053535707000479?_rdoc=1&_fmt=high&_origin=gateway&_docanchor=&md5=b8429449ccfc9c30159a5f9aeaa92ffb&ccp=y)
- Spillane, R. (1973). Intrinsic and extrinsic job satisfaction and labor turnover. *Occupational Psychology*. (47), 71-74. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=25&sid=80266bfe-0f3a-4f9c-9573-239a67d20284%40sessionmgr4009&hid=4114>
- Stedham, Y., & Mitchell, M.V. (1996). Voluntary turnover among non-supervisory casino employees. *Journal of Gambling Studies*. (12) 3. Retrieved from https://www.academia.edu/18778947/Voluntary_turnover_among_non-supervisory_casino_employees
- Steers, R.M., Mowday, R.T., & Shapiro, D.L. (2004). The future of work motivation theory. *Academy of Management Review*. (29) 3, 370-387. Retrieved from https://www.researchgate.net/profile/Debra_Shapiro/publication/274354988_Intro

duction_to_Special_Topic_Forum_The_Future_of_Work_Motivation_Theory/links/00b7d52974ca9076d2000000.pdf

Structure of Corporations. (n.d.). *Boundless.com*. Retrieved from

<https://www.boundless.com/business/textbooks/boundless-business-textbook/types-of-business-ownership-6/corporations-50/structure-of-corporations-250-4742/>

Sturman, M.C., & Walsh, K. (2014). Strengthening the employment relationship: The effects of work-hours fit on key employee attitudes. *Journal of Organizational Behavior*. (35), p. 762-784. Retrieved from

<http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=1&sid=36499347-a01b-49a5-9da7-5ad11f2e2314%40sessionmgr4009>

Suadican, P., Bonde, J.P., Olsen, K., & Gyntelberg, F. (2013). Job satisfaction and intention to quit the job. *Occupational Medicine*. (63) 96-102. Retrieved from

<http://web.b.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=21&sid=a35f20bd-4f63-4e14-a225-5821ab2aaeee%40sessionmgr106&hid=118>

Survey Response Rates (2016). Retrieved from

https://cirt.gcu.edu/research/developmentresources/research_ready/designing_surveys/response_rates

Sveinsdottir, H. (2006). Self-assessed quality of sleep, occupational health, working environment, illness experience and job satisfaction of female nurses working different combinations of shifts. *Scandinavian Journal of Caring Sciences*.

Retrieved from

http://www.hirsila.lsh.is/lsh/bitstream/2336/5810/1/health_sveinsdottir_ot.pdf

- Tabachnick, B.G., & Fidell, L.S. (2001). *Using Multivariate Statistics*. Boston: Allyn and Bacon.
- Taneja, S. (2013). Sustaining work schedules: Balancing leisure and work. *Academy of Strategic Management Journal*, (12) 2, p. 113 – 122. Retrieved from <http://www.alliedacademies.org/articles/asmjvol12no22013.pdf#page=119>
- Tepeci, M., & Bartlett, A.L.B. (2002). The hospitality industry culture profile: a measure of individual values, organizational culture, and person-organization fit as predictors of job satisfaction and behavioral intentions. *Hospitality Management*. (21) 151-170. Retrieved from https://www.researchgate.net/profile/Mustafa_Tepeci/publication/222728308_The_hospitality_industry_culture_profile_A_measure_of_individual_values_organizational_culture_and_person-organization_fit_as_predictors_of_job_satisfaction_and_behavioral_intentions/links/550b546a0cf290bdc111e3ac.pdf
- Thomas, N.J., Brown, E., & Thomas, L.Y. (2017). Employee satisfaction and turnover intention: A comparative analysis between front-of-house and back-of-house employees in casino-entertainment venues. *Journal of Human Resources in Hospitality & Tourism*. (16)1, 71-87. Retrieved from <http://www-tandfonline-com.georgefox.idm.oclc.org/doi/pdf/10.1080/15332845.2016.1202065?needAccess=true>
- Thomas, N.J., Thomas, L.Y., Brown, E.A., & Kim, J. (2014). Betting against the glass ceiling: Supervisor gender & employee job satisfaction in the casino-entertainment industry. *Hospitality Review*. (31). Retrieved from

<http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=1&sid=434befe6-2c6b-4487-8122-b08d1f1746c2%40sessionmgr4009&hid=4114>

Thompson, B., Diamond, K.E., McWilliam, R., Snyder, P., & Snyder, S.W. (2005). Evaluating the quality of evidence from correlational research for evidence-based practice. *Council for Exceptional Children*. (71)2, 181-194. Retrieved from https://www.researchgate.net/profile/Bruce_Thompson12/publication/275450816_Evaluating_the_Quality_of_Evidence_From_Correlational_Research_for_Evidence-Based_Practice/links/552556b70cf24b822b3fce27.pdf

Tracey, J.B., & Hinkin, T.R. (2010). Contextual factors and cost profiles associated with employee turnover. *Cornell University, School of Hospitality Administration*. Retrieved from <http://scholarship.sha.cornell.edu/cgi/viewcontent.cgi?article=1346&context=articles>

Travel, Tourism and Hospitality Spotlight. (n.d.). Retrieved from <https://www.selectusa.gov/travel-tourism-and-hospitality-industry-united-states>

Tutuncu, O., & Kozak, M. (2007) An Investigation of Factors Affecting Job Satisfaction. *International Journal of Hospitality & Tourism Administration*, 8:1, 1-19. Retrieved from http://www-tandfonline-com.georgefox.idm.oclc.org/doi/pdf/10.1300/J149v08n01_01?needAccess=true

U.S. Bureau of Labor Statistics. (2016). Quit levels and rates by industry and region, not seasonally adjusted. *United States Department of Labor*. Retrieved from <http://www.bls.gov/news.release/jolts.t18.htm>

- U.S. Bureau of Labor Statistics. (2017). Industries at a glance. Arts, entertainment, and recreation: NAICS 71. *United States Department of Labor*. Retrieved from <https://www.bls.gov/iag/tgs/iag71.htm>
- U.S. Bureau of Labor Statistics. (2017). Industries at a glance. Amusement, Gambling, and Recreation Industries: NAICS 713. *United States Department of Labor*. Retrieved from <https://www.bls.gov/iag/tgs/iag713.htm>
- (U.S. Bureau of Labor Statistics. (2017). Occupational outlook handbook. *United States Department of Labor*. Retrieved from <https://www.bls.gov/ooh/personal-care-and-service/gaming-services-occupations.htm>
- Uusiautti, S., & Maatta, K. (2015). *Becoming a Successful Worker*. New York: Routledge.
- Vacek, H. (2011). The history of gambling. *Center for Christian Ethics at Baylor University*. Retrieved from <https://www.baylor.edu/content/services/document.php/144593.pdf>
- Van der Vaart, L., Linde, B., & Cockeran, M. (2013). The state of the psychological contract and employees' intention to leave: The mediating role of employee well-being. *South African Journal of Psychology*. (43)3, 356-369. Retrieved from <http://journals.sagepub.com/georgefox.idm.oclc.org/doi/pdf/10.1177/0081246313494154>
- Veloutsou, C.A., & Panigyrakis, G.G. (2004). Consumer brand managers' job stress, job satisfaction, perceived performance and intention to leave. *Journal of Marketing Management*. (20), p. 105-131. Retrieved from

<http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=10&sid=5b2f3f6a-4ca7-476f-aa82-67d64af8f108%40sessionmgr104>

- Voight, E., & Hirst, G. (2015). High and low performer's intention to leave: Extending the relationship with motivation and commitment. *The International Journal of Human Resource Management*. (26) 5, 574-588. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=2&sid=a89e855d-be64-4f04-bc2f-87c003591b35%40sessionmgr4009&hid=4112>
- Vorina, A., Simonic, M., & Vlasova, M. (2017) An analysis of the relationship between job satisfaction and employee engagement. *Economic Themes*. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=1&sid=09d05229-189b-4bca-af6e-42872079a203%40sessionmgr104>
- Walters, G. and Raybould, M. (2007), "Burnout and perceived organizational support among front-line hospitality employees", *Journal of Hospitality and Tourism Management*, Vol. 14 No. 2, pp. 144-157. Retrieved from <http://www.sciencedirect.com/science/article/pii/S1447677000000309>
- Wang, I.A., & Fong, V.H.I. (2010). Examining casino service quality in the Asian Las Vegas: An alternative approach. *Journal of Hospitality Marketing and Management*. (19)8, Retrieved from <http://www-tandfonline-com.georgefox.idm.oclc.org/doi/abs/10.1080/19368623.2010.514553>
- Wang, J.H., Tsai, K.C., Lei, L.J., Chio, I.F., & Lai, S.K. (2016). Relationships among job satisfaction, organizational commitment, and turnover intention: Evidence from the gambling industry in Macau. *Business and Management Studies*. (2) 1, 104-110. Retrieved from

https://www.researchgate.net/publication/295542897_Relationships_among_Job_Satisfaction_Organizational_Commitment_and_Turnover_Intention_Evidence_from_the_Gambling_Industry_in_Macau

- Weisberg, J., & Kirschenbaum, A. (1991). Employee turnover intentions: Implications from a national sample. *The International Journal of Human Resource Management*. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=4&sid=ca64b36e-de26-454b-bf35-dbc9989a17a3%40sessionmgr101>
- Weisberg, J., & Kirschenbaum, A. (1993). Gender and Turnover: A re-examination of the impact of sex on intent and actual job changes. *Human Relations*. Retrieved from [https://scholar.google.com/scholar?hl=en&as_sdt=0,34&q=Weisberg+and+Kirschenbaum+\(1993\)](https://scholar.google.com/scholar?hl=en&as_sdt=0,34&q=Weisberg+and+Kirschenbaum+(1993))
- Weiss, D.J., Dawis, R.V., England, G.W., & Lofquist, L.H. (1967). *Manual for the Minnesota satisfaction questionnaire*. Minneapolis: University of Minnesota Press.
- Weiss, H.M. (2002). Deconstructing job satisfaction. Separating evaluations, beliefs, and affective experiences. *Human Resource Management Review*. (12), 173-194. Retrieved from <http://psycnet.apa.org/psycinfo/1996-98665-001>
- Weiss, H.M & Cropanzano, R (1996). Affective events theory: a theoretical discussion of structure, causes, and consequences of affective experiences at work. *Research in Organizational Behavior*. 18, p 1-74. Retrieved from <http://psycnet.apa.org/record/1996-98665-001>

Welch, J. (n.d.). Retrieved July, 11, 2017 from AZ Quotes.com Web site:

<http://www.azquotes.com/quote/540555>

Wernimont, P.F. (1966). Intrinsic and extrinsic factors in job satisfaction. *Journal of Applied Psychology*. (50) 1, 41-50. Retrieved from

<http://psycnet.apa.org/journals/apl/50/1/41/>

What is the Hospitality Industry? (n.d.). Retrieved from <http://www.ehl.edu/en/what-hospitality-industry>

Wichinsky, G., & Miller, K. (Spring, 2014). Ethics across the gaming industry. *Casino Lawyer*. Retrieved from

https://imgl.org/sites/default/files/media/publications/ethicsacrossindustry_wichinsky_miller_cl_spring_2014.pdf

Williams, J.A., & Uysal, M. (2004) Introduction. *Journal of Quality Assurance in Hospitality & Tourism*, 4:3-4, 1-5. Retrieved from

http://dx.doi.org/10.1300/J162v04n03_01

Wilson, N.A. (2015). Factors that affect job satisfaction and intention to leave of allied health professionals in a metropolitan hospital. *Australian Health Review*. (39), 290–294. Retrieved from [file:///C:/Users/Wayne/Downloads/out%20\(8\).pdf](file:///C:/Users/Wayne/Downloads/out%20(8).pdf)

Wong, I.A., & Fong, V.H.I. (2010). Examining casino service quality in the Asian Las Vegas: An alternative approach. *Journal of Hospitality Marketing and Management*. (19)8, 842-865. Retrieved from <http://www-tandfonline-com.georgefox.idm.oclc.org/doi/pdf/10.1080/19368623.2010.514553?needAccess=true>

- Wong, I.A. (2013). Exploring customer equity and the role of the casino service encounter. *International Journal of Hospitality Management*. (32). 91-101.
Retrieved from http://ac.els-cdn.com.proxy195.nclive.org/S0278431912000606/1-s2.0-S0278431912000606-main.pdf?_tid=ce8d3978-bfae-11e6-8e00-00000aacb35e&acdnat=1481466999_cc3878fb933c5b194210e7aa47b1cf2a
- Wren, D.A., & Bedeian, A.G. (2009). *The Evolution of Management Thought*. Hoboken, New Jersey. John Wiley & Sons.
- Xiong, L., & King C. (2015). Motivational drivers that fuel employees to champion the hospitality brand. *International Journal of Hospitality Management*. (44), 58-69.
Retrieved from http://ac.els-cdn.com.proxy195.nclive.org/S0278431914001650/1-s2.0-S0278431914001650-main.pdf?_tid=538015fe-beee-11e6-94bb-00000aacb360&acdnat=1481384329_005dfff666bbb13004d2907758fd411f
- Yang, J. (2010). Antecedents and consequences of job satisfaction in the hotel industry. *International Journal of Hospitality Management*. (29) 609-619. Retrieved from <http://fulltext.study/download/1010135.pdf>
- Yang, Y. (2009). An investigation of group interaction functioning stimulated by transformational leadership on employee intrinsic and extrinsic job satisfaction: An extension of the resource-based theory perspective. *Social Behavior and Personality*. (37) 9, 1259-1278. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=13&sid=54387dc9-0816-4a34-85c0-9cb3588f569b%40sessionmgr4006>

- Yang, Y. (2009). Studies of transformational leadership: Evaluating two alternative models of trust and satisfaction. *Psychology Reports: Employment Psychology & Marketing*. (114) 3, 740-757. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=7&sid=631487c0-ecc0-4604-ab21-2834c8cafa82%40sessionmgr4006&hid=4112>
- Yavas, U., Karatepe, O. and Babakus, E. (2013), "Correlates of nonwork and work satisfaction among hotel employees: implications for managers", *Journal of Hospitality Marketing & Management*, Vol. 22 No. 4, pp. 375-406.
- Youndt, M.A., Snell, S.A., Jr, Dean, J.W., & Lepak, D.P. (1996). Human resource management, manufacturing strategy, and firm performance. *Academy of Management Journal*. (39) 4, 836-866. Retrieved from <http://web.a.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?sid=ddb4ff9-4185-4511-b5b8-2dab4cb370ff%40sessionmgr4009&vid=2&hid=4212>
- Yu, B. T.W., & To, W.M. (2013). The effect of internal information generation and dissemination on casino employee work related behaviors. *International Journal of Hospitality Management*. (33) 475-483. Retrieved from http://ac.els-cdn.com.proxy195.nclive.org/S0278431912001508/1-s2.0-S0278431912001508-main.pdf?_tid=b022ab9e-d5e8-11e6-a169-00000aab0f02&acdnat=1483910784_7b10ba852cc6220b064d3cf4f1d2b50d
- Zedeck, S., Jackson, S.E., & Summers, E. (1983). Shift work schedules and their relationship to health adaptation, satisfaction, and turnover intention. *Academy of Management Journal*. Retrieved from https://www.researchgate.net/profile/Susan_Jackson14/publication/269945553_S

hift_Work_Schedules_and_Their_Relationship_to_Health_Adaptation_Satisfactio
n_and_Turnover_Intention/links/5679608d08ae70e8e4816cec.pdf

Zeng, Z., Forrest, D., & McHale, I.G. (2013). Happiness and job satisfaction in a casino dominated economy. *Journal of Gambling Studies*. (29), 471-490. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=15&sid=391b2750-1ce2-46c7-9f05-d141c0411bb9%40sessionmgr2>

Zebeck, S., Jackson, S.E., and Summers, E. (1987). Shift work schedules and their relationship to health, adaptation, satisfaction, and turnover intention. *Academy of Management Journal*. (26), 2, 297-310. Retrieved from <http://web.b.ebscohost.com.proxy195.nclive.org/ehost/pdfviewer/pdfviewer?vid=19&sid=2210c25a-eebb-4332-a6c5-50e2c0331ae7%40sessionmgr103>

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). *Business Research Methods*, 8th Ed. Mason, OH: South-Western Cengage Learning.

Appendix A

Casino Employee Survey

■ Q1



You are being asked to participate in a research study that examines factors of employee job satisfaction at our two casino operations. This study is being conducted by Mr. Wayne Aho, a doctoral degree candidate at George Fox University, Newberg, Oregon.

What is this study about? The purpose of this study is to gain an understanding of what factors contribute to the job satisfaction and dissatisfaction of employees at our two casinos. The results of this study will be useful to the researcher as well as to the casino management by assisting in the development of a better understanding of what factors are important to our employees in terms of creating job satisfaction and reducing job dissatisfaction.

Why have I been asked to participate in this study? You have been asked to participate in this study because you are an employee of either of our casino operations. Your viewpoint is important to both the researcher and management.

You will not be asked to disclose your name, email address, or any identifying information.

How much time will I spend being in this study? It is estimated it takes approximately 12 - 15 minutes to complete the two-part survey being used in this study.

Is there a cost and will I be compensated for being in this study? There is no cost if you choose to participate in this research study. Participation is voluntary and no payment will be provided.

Risks/Benefits to the Participant? There are no foreseeable risks to you personally or your organization if you choose to participate in this study.

No identifying personal information will be sought. All the results from this study will be kept strictly confidential. Neither casino management nor the researcher will know the names of those that participate.

Confidentiality: No personally identifiable information will be collected for this study. Data will be stored on a password protected external drive. No individual responses will be published or provided to your organization, and the name of your organization will not be included in any written or oral presentation of the results of this study.

Participant's rights: Participation in the survey is completely voluntary. **Please consider that your participation is very important to the success of this research study.**

If you have questions related to this study, please contact the principal researcher, Mr. Wayne Aho, by phone at 503-550-4888 or by email at ahowayne@gmail.com

☐ Q2 I have read and fully understand the above statements. Do you agree to participate in this study?



I agree to participate



I do not agree to participate



Condition: I do not agree to participate Is Selected. Skip To: End of Survey.

☐ Q3 What is your age?



18-20



21-24



25-34



35-44



45-54



55-64



65 or over



☒ Q4 What is your gender?



Male



Female



Rather not say



☐ Q5 Highest level of education completed:



High school 09	High school 10	High School 11	High School 12	College 01	College 2	College 3	College 4	Grad school 1	Grad school 2	Grad school 3	Grad school 4	Other
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

☐ Q6 Number of years employed by the casino:



Less than six months



6 months to one year



one-three years



three-five years



More than five years



☐ Q7 Shift that you routinely work:



Standard daytime shift



afternoon-evening shift



Overnight/sunrise shift



☐ Q8 In a typical week, how many hours do you work?



Less than 20



20 - 30



31-40



41 or more



Q9

What department do you work?



- | | | |
|---|--|--|
| <input type="radio"/> Slots | <input type="radio"/> Housekeeping | <input type="radio"/> Training and Development |
| <input type="radio"/> Slot Performance | <input type="radio"/> Laundry | <input type="radio"/> Employee Relations |
| <input type="radio"/> Table Games | <input type="radio"/> Kanatis Accessories | <input type="radio"/> CDP |
| <input type="radio"/> Poke Rooms | <input type="radio"/> Jackpot | <input type="radio"/> HRSS/Compensation |
| <input type="radio"/> Security | <input type="radio"/> Corner Market | <input type="radio"/> Benefits |
| <input type="radio"/> Surveillance | <input type="radio"/> Kanatis | <input type="radio"/> IT |
| <input type="radio"/> Risk Managment | <input type="radio"/> Sweet Shop | <input type="radio"/> Marketing Administration |
| <input type="radio"/> Casino Administration | <input type="radio"/> Tower Shop | <input type="radio"/> Advertising |
| <input type="radio"/> Casino Accounting | <input type="radio"/> Top Drawer | <input type="radio"/> Purchasing |
| <input type="radio"/> Drop & Count | <input type="radio"/> Arcade | <input type="radio"/> Wardrobe |
| <input type="radio"/> Credit & Collections | <input type="radio"/> Employee Cafeteria | <input type="radio"/> Regulatory Compliance |
| <input type="radio"/> Casino/Cage Cashiers | <input type="radio"/> Transportation | <input type="radio"/> Room Service |
| <input type="radio"/> Junkets | <input type="radio"/> Entertainment | <input type="radio"/> Banquets |
| <input type="radio"/> Casino Marketing | <input type="radio"/> Facilities/Engineering | <input type="radio"/> Chefs Stage |
| <input type="radio"/> Service Connection Center | <input type="radio"/> Environmental Cleaning Service | <input type="radio"/> Selu |
| <input type="radio"/> Player Development | <input type="radio"/> Grounds Keeping | <input type="radio"/> Food Court |
| <input type="radio"/> Total Rewards | <input type="radio"/> Executive | <input type="radio"/> Noodle Bar |
| <input type="radio"/> Sales | <input type="radio"/> Community Relations | <input type="radio"/> Lounge |
| <input type="radio"/> Group Sales | <input type="radio"/> Lean Operations | <input type="radio"/> Lobby Cafe |
| <input type="radio"/> Events | <input type="radio"/> Finance | <input type="radio"/> Food Managers |
| <input type="radio"/> Direct Mail | <input type="radio"/> Planning and Analysis | <input type="radio"/> Pool |
| <input type="radio"/> Front Desk | <input type="radio"/> Accounting | <input type="radio"/> Casino Beverage |
| <input type="radio"/> Front Service | <input type="radio"/> HR/Administration | <input type="radio"/> Entertainment/Lounge |



Q10

Do you work in the front of house or back of house?



Front of House



Back of House



■ Q11

INSTRUCTIONS - Part One:



The following questions give you a chance to **tell the researcher how you feel about your present job**, what things you are **satisfied** with and what things you are **not satisfied** with.

Decide how satisfied you feel about the aspect of your job described by the statement.

➤ If you feel that your job gives you **more than you expected**, check the box **"Very Satisfied"**

➤ If you feel that your job gives you **what you expected**, check the box under **"Satisfied"**

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

➤ If you feel that your job gives you **less than you expected**, check the box under **"Dissatisfied"**

➤ If you feel that your job gives you **much less than you expected**, check the box under **"Very Dissatisfied"**

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

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

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

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

Dissatisfied means that I am dissatisfied with this aspect of my job.

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

Be frank and honest. Check the **ONE** answer that corresponds to your response.

Do this for all statements. Please answer **every** question

Give a true picture of your feelings about your **present job**.

■

Q12



On my present job, this is how I feel about "Being able to keep busy all the time".

Very Dissatisfied

Dissatisfied

N

Satisfied

Very Satisfied



■

Q13



On my present job, this is how I feel about "The chance to work alone on the job"

Very Dissatisfied

Dissatisfied

N

Satisfied

Very Satisfied



■ Q14 On my present job, this is how I feel about "The chance to do different things from time to time."



Very Dissatisfied	Dissatisfied	N	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

■ Q15 On my present job, this is how I feel about "The chance to be somebody in the community?"



Very Dissatisfied	Dissatisfied	N	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

■ Q16 On my present job, this is how I feel about "The way my boss handles his/her workers."



Very Dissatisfied	Dissatisfied	N	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

■ Q17 On my present job, this is how I feel about "The competence of my supervisor in making decisions."



Very Dissatisfied	Dissatisfied	N	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

■ Q18 On my present job, this is how I feel about "Being able to do things that don't go against my conscience."



Very Dissatisfied	Dissatisfied	N	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

■ Q19 On my present job, this is how I feel about "The way my job provides for steady employment."



Very Dissatisfied	Dissatisfied	N	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

■ Q20 On my present job, this is how I feel about "The chance to do things for other people."



Very Dissatisfied	Dissatisfied	N	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q21 On my present job, this is how I feel about "The chance to tell people what to do."



Very Dissatisfied Dissatisfied N Satisfied Very Satisfied

☐ ☐ ☐ ☐ ☐

Q22 On my present job, this is how I feel about "The chance to do something that makes use of my abilities."



Very Dissatisfied Dissatisfied N Satisfied Very Satisfied

☐ ☐ ☐ ☐ ☐

Q23 On my present job, this is how I feel about "The way company policies are put into practice."



Very Dissatisfied Dissatisfied N Satisfied Very Satisfied

☐ ☐ ☐ ☐ ☐

Q24 On my present job, this is how I feel about "My pay and the amount of work I do."



Very Dissatisfied Dissatisfied N Satisfied Very Satisfied

☐ ☐ ☐ ☐ ☐

Q25 On my present job, this is how I feel about "The chances for advancement on this job."



Very Dissatisfied Dissatisfied N Satisfied Very Satisfied

☐ ☐ ☐ ☐ ☐

Q26 On my present job, this is how I feel about "The freedom to use my own judgement."



Very Dissatisfied Dissatisfied N Satisfied Very Satisfied

☐ ☐ ☐ ☐ ☐

Q27 On my present job, this is how I feel about "The chance to try my own methods of doing the job."



Very Dissatisfied Dissatisfied N Satisfied Very Satisfied

☐ ☐ ☐ ☐ ☐

■
Q28

On my present job, this is how I feel about "The working conditions."



Very Dissatisfied

Dissatisfied

N

Satisfied

Very Satisfied



■
Q29

On my present job, this is how I feel about "The way my co-workers get along with each other."



Very Dissatisfied

Dissatisfied

N

Satisfied

Very Satisfied



■
Q30

On my present job, this is how I feel about "The praise I get for doing a good job."



Very Dissatisfied

Dissatisfied

N

Satisfied

Very Satisfied



■
Q31

On my present job, this is how I feel about "The feeling of accomplishment I get from the job."



Very Dissatisfied

Dissatisfied

N

Satisfied

Very Satisfied



Page Break

Q32



INSTRUCTIONS - Part Two:

The second part of this survey is to give you a chance to tell us your feeling or perception of the possibility of voluntarily terminating your employment at the casino in which you are currently employed. This survey is similar to Part 1 but it has seven response options ranging between agree strongly to disagree strongly. Questions are related to your anticipation of leaving or the certainty of leaving your job. The last question relates to the possibility of moving to a different department rather than leaving the casino.

Directions: For each item below, check the appropriate response. Be sure to use the full range of responses (Agree Strongly to Disagree Strongly).

Be frank and honest. Check the **ONE** answer that corresponds to your response. Do this for all statements. Please answer **every** question

Response Options

- AS = Agree Strongly
- MA = Moderately Agree
- SA = Slightly Agree
- U = Uncertain
- SD = Slightly Disagree
- MD = Moderately Disagree
- DS = Disagree Strongly

Q33



I plan to stay in my position awhile.



- | | | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
| | Moderately | | | | | | |
| Agree Strongly | Agree | Slightly Agree | Uncertain | Slightly Disagree | Moderately Disagree | Disagree Strongly | |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |

Q34



I am quite sure I will leave my position in the foreseeable future.



- | | | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
| | Moderately | | | | | | |
| Agree Strongly | Agree | Slightly Agree | Uncertain | Slightly Disagree | Moderately Disagree | Disagree Strongly | |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |

Q35



Deciding to stay or leave my position is not a critical issue for me at this point in time.



- | | | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
| | Moderately | | | | | | |
| Agree Strongly | Agree | Slightly Agree | Uncertain | Slightly Disagree | Moderately Disagree | Disagree Strongly | |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |




Q36 I know whether or not I'll be leaving this casino within a short time.




Agree Strongly Moderately Agree Slightly Agree Uncertain Slightly Disagree Moderately Disagree Disagree Strongly




☐ ☐ ☐ ☐ ☐ ☐ ☐



Q37 If I got another job offer tomorrow, I would give it serious consideration.



Agree Strongly Moderately Agree Slightly Agree Uncertain Slightly Disagree Moderately Disagree Disagree Strongly



☐ ☐ ☐ ☐ ☐ ☐ ☐



Q38 I have no intention of leaving my present position.



Agree Strongly Moderately Agree Slightly Agree Uncertain Slightly Disagree Moderately Disagree Disagree Strongly



☐ ☐ ☐ ☐ ☐ ☐ ☐



Q39 I've been in my position about as long as I want to.



Agree Strongly Moderately Agree Slightly Agree Uncertain Slightly Disagree Moderately Disagree Disagree Strongly



☐ ☐ ☐ ☐ ☐ ☐ ☐



Q40 I am certain I will be staying here awhile.




Agree Strongly Moderately Agree Slightly Agree Uncertain Slightly Disagree Moderately Disagree Disagree Strongly




☐ ☐ ☐ ☐ ☐ ☐ ☐



Q41 I don't have any specific idea how much longer I will stay.



Agree Strongly Moderately Agree Slightly Agree Uncertain Slightly Disagree Moderately Disagree Disagree Strongly



☐ ☐ ☐ ☐ ☐ ☐ ☐



Q42 I plan to hang onto this job awhile.



Agree Strongly Moderately Agree Slightly Agree Uncertain Slightly Disagree Moderately Disagree Disagree Strongly



☐ ☐ ☐ ☐ ☐ ☐ ☐

Q43

There are big doubts in my mind as to whether or not I will really stay working in this casino.



Agree Strongly Moderately Agree Slightly Agree Uncertain Slightly Disagree Moderately Disagree Disagree Strongly

Q44

I plan to leave this position shortly.



Agree Strongly Moderately Agree Slightly Agree Uncertain Slightly Disagree Moderately Disagree Disagree Strongly

Q45

I intend to move from my current department to another department within the casino organization.



Yes

No

[Add Block](#)



[Qualtrics.com](#)

[Contact Information](#)

[Legal](#)

APPENDIX B

Minnesota Satisfaction Questionnaire Short-Form Approval

Re: Minnesota Satisfaction Questionnaire

1 message

vpr Vocational Psychology Research <vpr@umn.edu>

Wed, Jul 6,
2016 at 9:31 PM

To: Wayne Aho <ahowayne@gmail.com>

Hello Mr. Aho,

Thank you so much for your interest in the University of Minnesota's Vocational Psychology Research Center's assessments. At this time we are transitioning to a Creative Commons license and will no longer be charging for the use of our assessments.

You can access samples of the assessments as well as the manuals online here: <http://vpr.psych.umn.edu/> We hope to have clean copies of all measures, answer sheets, and language translations on the website as soon as possible. In the meantime, you may use the measures free of charge, but not for profit, by creating digital reproductions of the samples available online.

Please note that this office and the University of Minnesota are unable to provide consultation on the measures or their scoring. We encourage you to read the manuals (found on our Website) and review the literature thoroughly prior to using any measures from our website.

Thank you for your continued interest in our instruments.
Best,

Vocational Psychology Research

Vocational Psychology Research
University of Minnesota
N612 Elliott Hall
75 East River Road
Minneapolis, MN 55455

Phone. 612 625 1367
Fax. 612 625 4051
Email vpr@umn.edu

Website

Creative Commons website: URL <https://creativecommons.org/licenses/by-nc/4.0/>

Attribution-NonCommercial 4.0 International (CC BY-NC 4.0)

You are free to:

- **Share** — copy and redistribute the material in any medium or format
- **Adapt** — remix, transform, and build upon the material
-
- The licensor cannot revoke these freedoms as long as you follow the

license terms.

Under the following terms:

- **Attribution** — You must give **appropriate credit**, provide a link to the license, and **indicate if changes were made**. You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use.
- **NonCommercial** — You may not use the material for **commercial purposes**.

APPENDIX C

Anticipated Turnover Scale Approval

Re: ATS Scale with model attachment

atwoodj@comcast.net

Dec 16 (3 days ago)

Dear Doctoral Candidate Aho,

You have Dr. Hinshaw's and my permission to use any or all of the instruments which are relevant to your research. If you need a formal letter, let me know.

In case the n of 4000 is somewhat less forthcoming than planned, a minimum n of 35 to get a final n of at least 30 would yield coefficient alpha, likely not news to you. The minimum of 5-10 participants per scale item permits stable theta estimates. Since the scale is not likely orthogonal in your population, the theta of the principal component primary factor is highly desirable and actually accurate. A large n would also give a coveted stable factor analysis replication of our work, never mind other modes of analyses, no doubt your intent plus the test retest, retest. Since the validity and reliability are not the primary focus of either the dissertation or the consult, the testing may or may not end up being pared down a bit. Either way, this is material for two publications instead of a primary publication from the dissertation. Just what you need, something more to do ...

All the best,

Jan R Atwood, PhD, RN, FAAN

Professor Emerita, College of Nursing and Public Health, University of Nebraska
and Adjunct Professor, College of Nursing, University of Arizona.

APPENDIX D

George Fox University Human Subjects Review Committee Approval

GEORGE FOX UNIVERSITY
HSRC INITIAL REVIEW QUESTIONNAIRE
Page 6

Title:

Exploring the Link Between Job Satisfaction and the Intention to Leave: An Examination of
Casino Employees

Principal

Researcher(s): Oliver Wayne Aho

Date application completed: April 24, 2017

COMMITTEE FINDING:

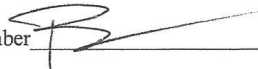
☒ 1) The proposed research makes adequate provision for safeguarding the health and dignity of the subjects and is therefore approved.

☐ 2) Due to the assessment of risk being questionable or being subject to change, the research must be periodically reviewed by the HRSC on a _____ basis throughout the course of the research or until otherwise notified. This requires resubmission of this form, with updated information, for each periodic review.

☐ 3) The proposed research evidences some unnecessary risk to participants and therefore must be revised to remedy the following specific area(s) of non-compliance:

☐ 4) The proposed research contains serious and potentially damaging risks to subjects and is therefore not approved.

Chair or designated member



Date

4/28/17