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ATTITUDES TOWARD GIVING QUALITY SERVICE
A COMPARISON BETWEEN LAS VEGAS & WINDSOR CASINO EMPLOYEES

by
Michael A. Altman

A thesis/project submitted to the
Faculty of the School of Food, Hotel and Travel Management
at
Rochester Institute of Technology
in partial fulfillment of the requirements
for the degree
of
Master of Science

August 1994

ROCHESTER INSTITUTE OF TECHNOLOGY
School of Food, Hotel and Travel Management
Department of Graduate Studies

M.S. Hospitality-Tourism Management
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Name: Michael A. Altman Date: 8/1/94 SS#: _____

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Between Las Vegas & Windsor Casino Employees

Specific Recommendations: (Use other side if necessary.)

Thesis Committee: (1) Dr. Richard F. Marecki (Chairperson)

(2) Dr. Edward Kelly

OR (3) Dr. Hedley Dimock

Faculty Advisor: Dr. Richard F. Marecki

Number of Credits Approved: 03 credits

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CHAPTER I

Statement of Goals

It is the hypothesis of this study that Ontario's first casino in Windsor will not measure up and be as successful as the Las Vegas casinos. One possible reason is the Windsor management may hire personnel who do not have strong, positive attitudes toward giving service. Certainly, as Las Vegas personnel are the very model service providers and while much of their service delivery quality may be related to the culture and norms of the organization, its training and recognition programs, it is also possible the individuals they hire may have different basic attitudes toward service.

This study will compare and contrast attitudes toward service of personnel in Las Vegas with hirees in Windsor.

Background

In early 1993, the New Democratic Party approved a plan to proceed with the implementation of casino gambling in the province of Ontario. The proposed expansion of the province's permitted gambling activities would effectively see casinos operating side-by-side with the provincial lotteries, bingo, charitable casinos and the horse-racing industry. In fact, the government has announced plans for a 75,000 square foot casino in Windsor. The casino will be owned by the province, but financed and managed by a private sector casino operator under a management contract. After calling for proposals in mid 1993, a short list of four operators was selected. Windsor

Casino Ltd., a consortium of Caesars World, Circus Circus Enterprises, and Hilton Hotels was selected as the winning proponent. Negotiations with the consortium on the construction and operation of the casino are underway. Windsor Casino Ltd. will operate a temporary 50,000 square foot casino in the Windsor Art Gallery while the new casino is under construction. The temporary casino opened May 15, 1994 and the permanent facility should be in operation 24 months later.

The Province has stated directly the following policy objectives with respect to the development of casinos:

- 1) to act as a catalyst for community economic development;
- 2) to create jobs;
- 3) to promote the tourism and hospitality industries;
- 4) to establish a viable new industry in the Province;
- 5) to provide revenues to the Province.

The Ontario casino gaming industry is estimated to generate over \$2.3 billion in casino win annually, and annual direct casino generated revenues (cash flow) to the Province of Ontario are estimated to aggregate well over \$850 million (Coopers & Lybrand, 1993). In a province ravaged by the recession -- an unemployment rate of 9½ % and a massive provincial deficit of \$9.4 billion (Burns Fry, 1994), it is clear that the introduction of casino gaming in Ontario is to be structured to ensure the maximum amount of sustainable economic activity. The government predicts that almost 13,000 person years of employment (almost 100,000 total full time jobs), generating labor income in excess of \$600 million will be created by the construction

of casinos in Ontario. For psychological and social reasons, the government has also stated its intentions to ensure the establishment of a comprehensive regulatory environment and to undertake or put in place ameliorative measures to mitigate any potential social costs (such as pathological gambling, prevalence of prostitution, the appearance of organized crime, etc.) and impacts on other forms of gaming in the Province.

As an Ontario Canadian with aspirations of working in the gaming industry, this study is important because the author has knowledge and experience that leads him to believe that implementation of casino gambling in the Province as planned may not be in the public's best interest. Looking at the government's past attempts at being a service provider, and because this author has worked in Las Vegas where service is delivered "par excellence", the author has a strong bias which makes him suspect that the government is going to "botch the job" in Windsor, and mess up the otherwise competence of its appointed U.S. Casino Managers. This would result in a valuable loss of momentum in Ontario's shift towards a service economy.

This study is significant because casino gaming is being implemented in light of the North American Free Trade Agreement (NAFTA) and the disappearance of much of Ontario's manufacturing base. Many are pinning their hopes on the success of casinos as a vehicle for further expansion of the Canadian hospitality, tourism and entertainment industries, and are wondering whether it is worth investing in this field

and how can they make a difference. In this context, it is important to know whether this pool of potential casino employees have the basic attitudes and skills to ensure that Ontario is a successful service provider in this area.

Employee turnover is a serious issue in the gaming industry. According to Thompson and Comeau (1992), it is not uncommon to see a 75 to 80% turnover in a casino. They further estimate that it costs between \$800 and \$1,000 per employee just to bring them in for orientation and basic training. It is the intent of this study to add knowledge in the area of casino hiring and recruitment. An attitude inventory will be used to assist in developing a profile of Las Vegas personnel which will then be compared and contrasted with a profile of workers hired to service the forthcoming Windsor casino.

After ascertaining if there are any significant differences between the two groups, a discussion regarding the likely impact on service delivery of the differences identified will follow. If reliable significant differences are identified between the two groups, casinos may want to consider using the attitude survey approach as an aid to recruiting and selecting personnel. If the results indicate that there are no discernible differences between the American and Ontario Canadian casino employee's attitudes toward providing service, then some predictions regarding the potential success of the Ontario casinos can be made based upon the specific service management strategy (or lack thereof), being employed in Windsor.

Study Design

This section restates the main research issue, explains the underlying philosophy behind the questionnaire, describes what type of empirical social research was undertaken and outlines the period of time during which the study was conducted.

The primary research problem is whether the potential Windsor Casino employees are different from Las Vegas regarding their readiness to deliver quality service, or whether other factors (such as the Ontario government being "out of touch" with the real meaning of providing service in this context), are the real determinants of whether the Province succeeds in the gaming industry.

During March of 1994, a user friendly cross-sectional "Casino Employee Attitude" questionnaire was developed (a copy of which is found in Appendix A). In designing the study, there was an attempt made to include measurements of personal qualities such as: ability to deal with uncertainty and change, tolerate a wide range of difficult behaviors, and function under a high degree of stress. Some existing attitude scales and instruments that were consulted include; (a) Robinson, Shaver, & Wrightsman (1991) for measurement and control of response bias, measures of self-esteem, social anxiety, shyness, and related constructs, alienation and anomie, role conflict/ambiguity, interpersonal trust and attitudes toward human nature, authoritarianism and related constructs, sex roles, values and moral behavior, (b) Shaw and Wright (1967) for attitudes toward the law, ethnic and national groups, significant

others - self and others, and status, (c) questions representing Theory X-Y management philosophy (McGregor, 1960), and (d) questions related to friendliness, authoritarianism, respect for others, prejudice, and others from the Dimock Leadership Inventory (Sheridan Psychological Services, 1970).

After final consideration, it was determined that it would be most effective to derive the survey primarily from the Dimock Leadership Inventory (1970) and add to it some questions that had been previously pulled together from McGregor's 1960 work on measuring Theory X-Y management philosophies (Information regarding the development, attitudes measured, reliability and validity of the Dimock Leadership Inventory is summarized in Appendix B). Pretesting of the instrument was conducted in Toronto during the latter part of April, 1994. During May and June, 1994, a representative sample of fifty employees at selected Las Vegas properties were given the survey to determine their attitudes towards service. At the same time, the survey was also given to fifty people hired at the new Windsor casino. In July, 1994, the findings were compared and contrasted to determine the similarities and any significant differences between them, and to predict the likely impact of the significant differences on service delivery.

Definitions

Alignment

a process whereby a leader attracts people who can help realize his/her vision by adopting the vision as their own and sharing responsibility for achieving it.

Frontliners

Those employees working in a service organization who come in direct contact with the customer during the course of their work.

Theory Y Management

a management philosophy which encompasses leadership styles such as those manifested in Management by Objectives and Management by Values.

Tokes

casino dealer's tips given to them by customers -- their main source of revenue.

CHAPTER II

Theoretical Framework/Literature Review

The body of literature on customer service systems is fresh and growing. Books and advice on creating "customer-oriented cultures", as well as training and "empowering" the service employee abound. Although there is some focus out there on training good casino employees, much of the theory is borrowed from the general hospitality and entertainment industries. None of this work focuses specifically on screening/identifying those potential employees who are likely candidates to be trained to be successful service providers. There is nothing "tailor made" so to speak, for the casino industry regarding the profile and personality of the "ideal, customer-oriented employee"

In his description of how to implement a service management program, Albrecht (1988) emphasizes the need for wall-to-wall training -- that is, ongoing training for everyone. He correctly identifies the need to "hire the right people, train them, manage by walking around, measure and feedback the results to the frontliners, and give incentives for good performance", but he does not expand into what traits make someone the "right" employee.

In his 1993 article on loyalty-based management, Reicheld explores the issue of why companies diminish their economic potential through human resource policies that ensure high employee turnover. He successfully establishes the relationship between

building a profitable base of faithful customers, and cultivating and hiring loyal employees who can create trusting relationships with customers.

Perhaps Tschohl (1991) comes closest to touching on the issues being raised in this study. In his book "Achieving Excellence Through Customer Service", he stresses the importance of hiring employees who do not *hate* the customer, and even discusses several screening methods available to assist in identifying these employees. However, the major focus of his work is on identifying certain motivators which can be best used to shape frontliner's attitudes: (1) management commitment; (2) training; (3) praise and recognition; (4) team spirit; (5) pride; (6) rewards; (7) personal benefits; (8) employee orientation; and (9) the tools needed for quality service.

In a case study on Marriot's Fairfield Inn, Heskett, Sasser, Hart (1990) outline Marriot's strategy for developing a program centered around the selection and retention of excellent employees, and rewards for performance. Rather than hire and then sort out poor employees, with attendant high costs of recruiting, training, and business disruption, the Fairfield Inn management team concentrates on hiring and keeping people with "the right stuff," defined primarily in terms of mental attitude and talent, not demographics. This required the development of a specially designed recruiting questionnaire that, along with an interview, provided separate measures of prospective employees' guest orientation (human skills) reliability, productivity, and loyalties as well as possible enthusiasm for an incentive program, which at Fairfield

Inn is called Scorecard. Training of new recruits under this program includes technical skill building. But the primary emphasis is on the enhancement of human skills to reflect the company's goal of excellence in hospitality.

Although not directed specifically to the service industry, Naisbitt and Aburdene (1985) make a connection that is particularly relevant to this study: The companies that create the most nourishing environments for personal growth will attract the most talented people. They say that "traditionally, the assumption has been that you are hired to help the company grow. But the competition among companies for the best people adds a second dimension: You have to be able to grow, too." If this is so, then it leaves open the possibility that even if we identify and attract those casino employees who are "trainable" to be the best and the brightest stars, without alignment and an employment atmosphere that allows for the employees personal growth, success is unlikely.

In "Casino Customer Service: The Win-Win Game," Thompson and Comeau (1992), suggest that certain casino organizational cultures need to receive serious attention from management in order to contribute to effective team building through employee empowerment. This position is derived in part from their discussion on human motivation, and Theory Y management philosophies. According to them, Theory Y Managers truly see work in a different light. They know that workers wish to accept responsibility and appreciate being able to exercise self direction. They

understand that work is as natural as rest or play, and that workers seek to grow in terms of job skills and duties, and be personally involved in the workplace. If building Theory Y enterprises is one of the keys to providing a culture where an effective service management strategy can be implemented, then identifying those casino employees who have the need, or are willing to "integrate their goals with the goals of the enterprise, in order that both could be rewarded as they pull together in the workplace" (Mcgregor, 1960), is critical.

、 To summarize, this section describes and discusses some of the firm foundations upon which this study is based, and identifies where this particular study will be "located" in the overall context of determining a casino employee's readiness to deliver quality customer service.

CHAPTER III

Data Collection

Population. The survey population of one-hundred casino employees consists of a representative sample of fifty employees selected from three Las Vegas properties, and a representative sample of fifty people who were offered employment at the new Windsor casino. It is worth noting that the Windsor hirees did not have nearly as much previous casino experience (five years or less) as their Las Vegas counterparts (five to twenty-five years). This is a factor that could certainly influence their answers to the survey questions and it is further touched upon in the Data Analysis and Interpretation section of the study.

Procedure for collecting data. The "Casino Employee Attitude Survey" was derived primarily from the Dimock Leadership Inventory (1970) and consists of three scales, each of which contributes a rather different component to the total survey. The standard error of measurement of the overall Dimock inventory is 16. Based on four random samples of twenty-five each, its reliability is .86. The "Casino Employee Attitude Survey's" reliability was established by a split half (alternate question) technique on a random sample of 50 casino employees from each of two different groups (Las Vegas and Windsor). Face validity was added to the questions to make them more attractive and relevant to the gaming industry.

Pretesting of the research instrument was conducted by administering a draft of the survey to a group of seven employees currently working for charity casino companies in Toronto. The main objective of the pretest was to determine whether the survey was too long and whether the questions had been sufficiently adapted from their original form in order to make them relevant to the gaming industry. Upon completing the self-administered questionnaires, a brief exit interview with the pretest subjects was conducted by the author. In this interview, the subjects were asked to speak freely about any aspect of the survey design. All of the subjects indicated that although they were not quite sure as to exactly what the survey was testing for, they believed that the survey was "understandable", "interesting" and "fun" to complete. Although they felt that most people could fill out the questionnaire in approximately 30 minutes, they did indicate that they felt that the survey was a little long. After analyzing the results of the pretest, the survey was shortened from 80 to 60 questions.

While working as a casino croupier at the Luxor Hotel & Casino, and after having interviewed and been extended an offer of employment as a supervisor with the Windsor Casino, the author made a number of close "personal contacts" (senior management, human resources staff, casino floor staff, etc.) who volunteered to assist with the research by distributing the survey on the author's behalf. In early May of 1994, the surveys were forwarded by courier to one of these "personal contacts" who consulted the master casino employee schedule at each property, selected which employees were to receive the survey and handed the surveys out to each one

personally. Prior to handing out the surveys, these "contacts" were asked to fill out the survey themselves, after which they were briefed by the author as to the intent of the study and the importance of maintaining strict confidentiality as to which employees were actually going to participate in the study.

The one hundred respondents were each given a package which included a cover letter, a copy of the sixty-question survey and a postage-paid return envelope addressed to the author's research office in Toronto. The cover letter specified only that the author was conducting research into the recruitment, training and management of casino employees. The respondents were assured that their responses would be held in strict confidence and would not be used in any way against them by management or anybody else. The respondents were not requested to sign their names to the survey, but in order to provide some incentive, they were given the opportunity to receive a copy of a profile showing a description of their attitudes against those of the total sample, and an explanation of their answers, if they provided their name and address on the survey response form.

Pretesting of the data collection method revealed the need to print the mail-out surveys on colored paper (green for Windsor, blue for Las Vegas) and the usefulness of assigning each questionnaire a serial identification number upon its receipt at the research office.

Data Analysis & Interpretation

Thirty-eight questionnaires were completed and returned by mail to the author's research office (twenty from Las Vegas and eighteen from Windsor). The surveys were perused, assigned identification numbers serially, logged on a questionnaire return graph and then entered into the RIT VAX computer using the statistical program for the social sciences (SPSS) and Microsoft Excel to tabulate the results.

Respondents were requested to respond to each of the sixty closed-ended statements by circling numbers on a Likert scale ranging from one (Strongly disagree) to five (Strongly agree) representing the degree in which he/she agreed or disagreed with the sixty statements. As stated earlier, the questionnaire consists of three scales, each of which has been designed to measure a different set of employee characteristics and attitudes:

1. the FN-Scale is comprised of questions 1,4,7,10,13,16,19,22,25,,28, 31, 34, 37,40,43 ,46,49,52,53,55,58. This is the friendliness scale of the Guilford-Zimmerman Temperament Survey (1955), and was designed to measure the degree of friendliness or agreeableness as opposed to hostility or belligerence. High scores suggest belligerence, hostility, desire to dominate and contempt for others. Low scores indicate toleration of hostile action, acceptance of domination, and respect for others. The standard error of measurement for the FN scale is 6. Established reliability for the FN scale is .79.

2. The A-Scale is comprised of questions 3,6,9,12,,15,18,21,24, 27, 30, 33, 36, 38,42,45,51,54,57. This scale (Adorno et al., 1950) is probably the most widely used scale in the social sciences. It has been found to be an excellent measure of authoritative behavior, rigidity and prejudice towards other people (people with high scores tend to be more prejudiced, authoritarian, rigid and dominating than low scorers). The standard error of measurement for the A scale is 6 ½ Established reliability for the A scale is .72.

3. The Y-Scale is comprised of theory-y questions 2,11,14,20,29,35,39,44,56,60 minus theory-x questions 5,8,17,23,26,32,41,47,50,59. This scale is composed of questions pulled together from McGregor's 1960 work on Theory X-Y management philosophies and subsequent developments of the theory in the 70's and 80's. It was designed to better understand the assumptions one makes about people and to identify those employees that who have the need, or are willing to "integrate their goals with the goals of the enterprise, in order that both could be rewarded as they pull together in the workplace." It is said that workers with high Theory Y scores wish to accept responsibility, appreciate being able to exercise self direction and be personally involved in the workplace, whereas those scoring low on the Theory Y scale wish to avoid responsibility and really do not care to improve or grow on the job. The recent questions reflecting this theory have been updated and given face validity in this present version.

Tables 1 and 2 present the tabulated scores for Group 1 (Las Vegas) and Group 2 (Windsor) respectively, as well as descriptive statistics (mean, median, mode, standard error, standard deviation, variance, etc.) calculated on the sub-scale scores.

To test the research hypothesis, three t-Tests were conducted to determine the significance of the difference of the means of the two small, uncorrelated samples. Table 3 presents the results of the t-Test run on the FN-Scale. The t-value of -4.7807 is significant and indicates that the difference between the Las Vegas mean of 62.35 and the Windsor mean of 74.38 is virtually certain. The results are in the predicted direction (Las Vegas personnel are "friendlier" and "more willing to collaborate" than Windsor personnel) and we can assume that less than one time in a 1000 would the difference happen by chance.

In Table 3 the results of the t-Test run on the A-Scale are presented. Here, the t-value of -0.62 is not significant at the level of .05, but the small difference between the Las Vegas mean of 55.20 and the Windsor mean of 57.27 is in the predicted direction (Las Vegas personnel are less "authoritarian and prejudiced" than Windsor personnel).

Table 4 summarizes the results of the t-Test run on the Y-Scale. Although the t-value of -1.12 is not significant at the level of .05, it is approaching significance. However, the difference between the Las Vegas mean of 109.00 and the Windsor

mean of 139.44 is **not** in the predicted direction. The attitudes of the Las Vegas personnel suggest that they are less willing than Windsor personnel to let people assume responsibility, trust them with full information and believe that they will be self motivated to work to their capacity and do a good job. From these results, we can assume that approximately twenty-five times in a hundred would the difference happen by chance.

One of the factors that could be contributing to these Y-Scale results could be the fact that due to their extensive on-the-job experience, Las Vegas personnel might not have as high expectations from the job as their Windsor counterparts who might naively be considering this as an "exciting" and "glamorous" new career opportunity. The Las Vegas might recognize and respect the rules and chain of command that exists within the casino structure and better understand the routine nature of the work, the constant surveillance and other limitations of working in a casino -- all the while accepting that they must be friendly to customers and cooperative with co-workers in order to maintain harmony and generate tokens (Altman, 1992).

We might also consider that by working for a long time in an extremely competitive and cutthroat industry, the Las Vegas have really gone through what we might call "the school of hard knocks." As a result, they may have become less trusting and more skeptical of their co-workers and management, whereas for the most part, Windsor personnel have not had this experience.

Although one of the three measures of the hypothesis was completely confirmed (the FN-Scale), the statistics confirm the research hypothesis only in a general way. However, the author made several observations worth noting while collecting and analyzing the data;

1. As shown in Figure 1, the completed surveys were returned much faster by the Las Vegas respondents than by the Windsor participants. The Las Vegas surveys were completed and returned to the author's research office in Toronto within one month of being distributed to them, whereas the Windsor respondents took almost two months to return the questionnaires. In fact, by the time the first Windsor responses started to arrive on day 30, the Las Vegas responses were literally all returned. This is all the more interesting when one takes into account that both groups returned their surveys by regular mail -- which should make a difference of at least a few days or so in mailing time from Las Vegas versus Windsor to Toronto;

2. The total number of questionnaires returned from Las Vegas was higher than from Windsor. Figure 2 presents the cumulative number of questionnaires returned from both samples. For the Las Vegas sample, twenty out of a total of fifty distributed questionnaires were returned. This represents a survey rate of return of 40%. For the Windsor sample, eighteen out of a total of fifty distributed questionnaires were returned. This represents a survey rate of return of 36%.

3. Although they were not requested to do so, many of the Las Vegas respondents made encouraging comments such as "good luck with the research", "hope the study works out well", "godspeed with your work", "glad to be of help", "call if I can be of further assistance", and so forth on their completed questionnaires, whereas not a single comment was made by any of the Windsor respondents.

These points are of interest and certainly seem to support the results of the FN-Scale. Answering the surveys promptly, being willing to give input, and giving the author encouragement with his research all seem to demonstrate a greater willingness by the Las Vegas group to "collaborate" and "cooperate with the study. From here, it seems logical to extrapolate and translate this into a greater desire by the Las Vegas respondents to help out, share responsibility and work with others in a flexible, trusting way to make their respective casinos a success.

Table 1

General Results & Descriptive Statistics of Casino Employee Attitude Survey**Group 1 - Las Vegas Sample**

Respondent No.	Sub Scales		Theory
	FN-Score	A-Score	Y-Score
LV-1	75	60	-70
LV-2	61	61	90
LV-3	74	54	20
LV-4	55	54	100
LV-5	69	65	60
LV-6	54	34	120
LV-7	66	51	180
LV-8	47	60	290
LV-9	55	48	120
LV-10	65	52	-70
LV-11	58	58	100
LV-12	54	56	190
LV-13	61	78	220
LV-14	63	45	120
LV-15	74	36	-10
LV-16	69	45	220
LV-17	56	68	150
LV-18	60	60	100
LV-19	71	62	160
LV-20	60	57	90
<i>Descriptive Statistics</i>			
	<i>FN-Score</i>	<i>A-Score</i>	<i>Y-Score</i>
Mean	62.3500	55.2000	109.0000
Standard Error	1.7566	2.3222	20.7225
Median	61.0000	56.5000	110.0000
Mode	61.0000	60.0000	100.0000
Standard Deviation	7.8558	10.3852	92.6737
Variance	61.7132	107.8526	8588.4211
Minimum	47.0000	34.0000	-70.0000
Maximum	75.0000	78.0000	290.0000
Count (N=)	20	20	20

Table 2**General Results & Descriptive Statistics of Casino Employee Attitude Survey****Group 2 - Windsor Sample**

Respondent No.	Sub Scales		Theory
	FN-Score	A-Score	Y-Score
WIN-1	82	69	90
WIN-2	79	64	20
WIN-3	74	58	180
WIN-4	66	74	100
WIN-5	71	55	200
WIN-6	72	42	20
WIN-7	65	47	200
WIN-8	66	50	220
WIN-9	87	59	220
WIN-10	72	42	20
WIN-11	72	59	140
WIN-12	71	55	200
WIN-13	84	58	210
WIN-14	70	43	80
WIN-15	65	74	120
WIN-16	84	68	80
WIN-17	71	55	200
WIN-18	88	59	210
<i>Descriptive Statistics</i>			
	<i>FN-Score</i>	<i>A-Score</i>	<i>Y-Score</i>
Mean	74.3889	57.2778	139.4444
Standard Error	1.8044	2.3651	17.4796
Median	72.0000	58.0000	160.0000
Mode	71.0000	55.0000	200.0000
Standard Deviation	7.6554	10.0341	74.1598
Variance	58.6046	100.6830	5499.6732
Minimum	65.0000	42.0000	20.0000
Maximum	88.0000	74.0000	220.0000
Count (N=)	18	18	18

Table 3**Casino Employee Attitude Survey****t-Test: Two-Sample Assuming Unequal Variances****FN-Scales Only**

	Las Vegas FN-Scale	Windsor FN-Scale
Mean	62.3500	74.3889
Variance	61.7132	58.6046
Observations	20	18
Pooled Variance	3.5000	
df	35.7565	
t	-4.7807	
t Critical two-tail	2.0301	
Significance	Significant	

Table 4**Casino Employee Attitude Survey****t-Test: Two-Sample Assuming Unequal Variances****A-Scales Only**

	Las Vegas A-Scale	Windsor A-Scale
Mean	55.2000	57.2778
Variance	107.8526	100.6830
Observations	20	18
Pooled Variance	3.5000	
df	35.8042	
t	-0.6269	
t Critical two-tail	2.0301	
Significance	Not Significant	

Table 5

Casino Employee Attitude Survey

t-Test: Two-Sample Assuming Unequal Variances

Y-Scales Only

	Las Vegas Y-Scale	Windsor Y-Scale
Mean	109.0000	139.4444
Variance	8588.4211	5499.6732
Observations	20	18
Pooled Variance	3.5000	
df	35.5447	
t	-1.1230	
t Critical two-tail	2.0301	
Significance	Not Significant	

Figure 1.
Casino Employee Attitude Survey
Daily Questionnaire Return Rate Graph

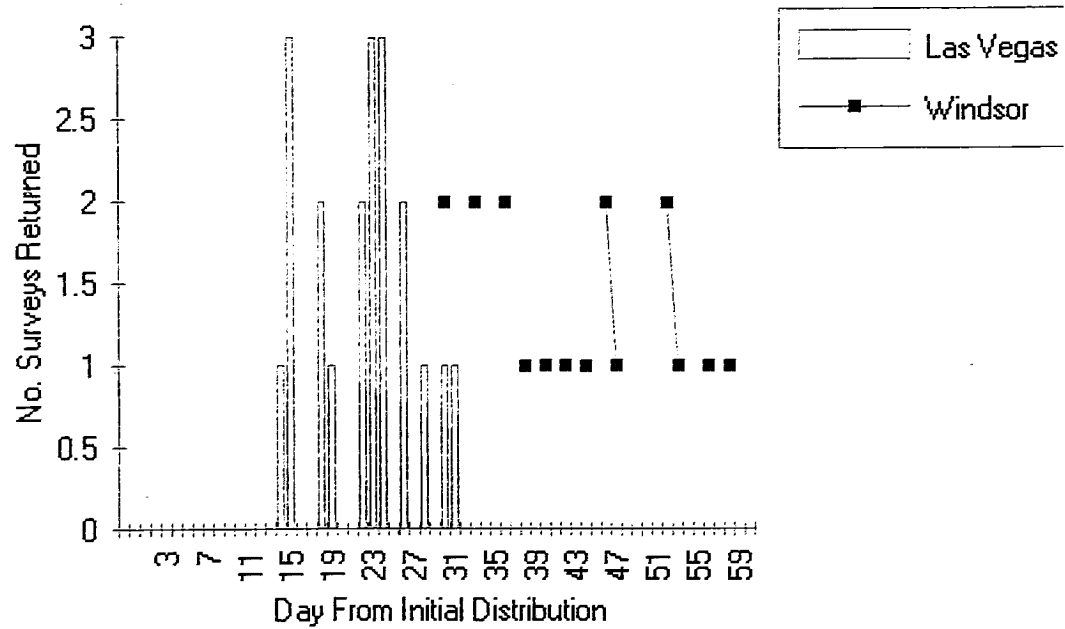
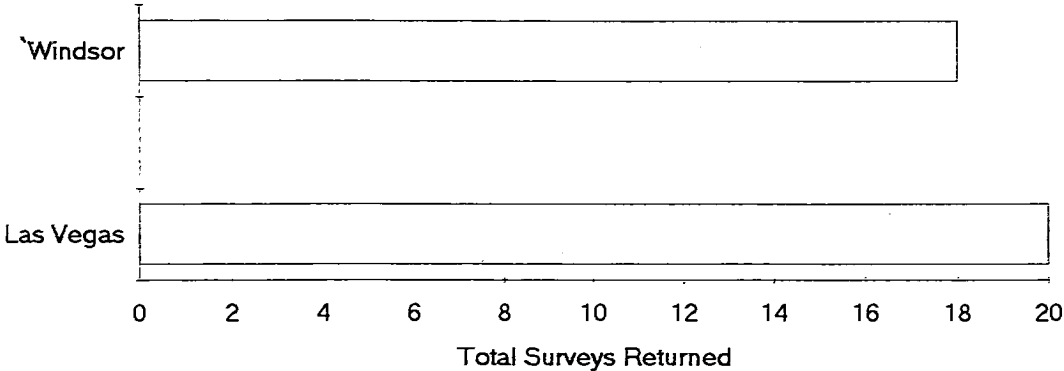


Figure 2.
Casino Employee Attitude Survey
Cumulative Questionnaire Return Rate Graph



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CHAPTER IV

Utilization

In the hope that the findings of this study can be bolstered and augmented, it is the intention of the author to make the results available for further analysis. In looking at the study, we can say that one of the three measures of the hypothesis was completely confirmed. It is possible that other researchers, the casinos involved in the study, or other casinos might be interested in conducting or sponsoring further research to determine what impact the author's findings might have on their respective organizations.

In extending this research, one possible approach might be to join forces with the human resources departments of the various properties surveyed. Over a period of six months, the questionnaire could be administered to a much larger, and true random sample (total population of at least 500). The results of the survey could then be matched with the employee evaluations which are conducted every six months. Amongst other things, the department heads conducting performance reviews could be requested to include in their evaluations an assessment of how "customer oriented" the employee is (for quantitative analysis purposes, they could be asked to rank the employee on a simple "customer orientation" scale).

Tests of significance and possibly a factor analysis could be run to "fine tune" the survey questions and discover any patterns that might exist between how an

employee scores on the "Casino Employee Attitude Survey", versus how they score on the internally created "Employee Customer Service Scale." If there is a positive correlation, the results could serve to validate the "Casino Employee Attitude Survey" and demonstrate to casino management how the attitude survey approach can be used to effectively identify those customer-oriented employees who can be trained to be empowered, to understand the profit impact of service and be successful on the job.

Summary

The purpose of this study was to compare and contrast attitudes toward service of casino personnel in Las Vegas with hirees at the new Windsor Casino in Ontario, Canada. It is the author's hypothesis that Windsor Casino employees have different basic attitudes toward giving quality service, and that these differences could prove be one of the major determinants of whether the Province of Ontario is successful in realizing their five stated policy objectives with respect to the development of casinos; 1) to act as a catalyst for community economic development, 2) to create jobs, 3) to promote the tourism and hospitality industries, 4) to establish a viable new industry in the Province, and 5) to provide revenues to the Province.

To test the hypothesis, a self-administered questionnaire was developed using questions from the Dimock Leadership Inventory (1970) and additional questions pulled together from subsequent developments in the 70's and 80's of McGregor's 1960 work on Theory X-Y management philosophies. The survey was given to a representative sample of fifty employees at selected Las Vegas properties, and to fifty people hired at the new Windsor casino in order to determine their basic attitudes towards service. The findings were compared and contrasted to determine the similarities and any significant differences between them, and to predict the likely impact of the significant differences on service delivery.

We can say with confidence that one of the three measures of the hypothesis was completely confirmed. The t-Tests conducted to determine the significance of the difference of the means of the two small, uncorrelated samples revealed a significant difference on the FN-Scale scores between the Las Vegas and Windsor samples. This enables us to say that Las Vegas personnel seem to be "friendlier" and "more willing to collaborate and cooperate" than their Windsor counterparts. However, the results of the other two t-Tests (on the A-Scale and Y-Scale scores) were not significant, and we are thus prevented from concluding that Las Vegas personnel are less "authoritarian and prejudiced" than Windsor personnel, or that they are "more willing to accept responsibility, to exercise self direction and be personally involved in the workplace", as originally predicted.

One of the key pieces of learning gained throughout this research was the insight that relevant findings are often revealed in places other than during quantitative analysis. For example, while collecting the data the author noted that (a) the completed surveys were returned much faster by the Las Vegas respondents, (b) the total number of questionnaires returned from Las Vegas was higher than from Windsor, and (c) many of the Las Vegas respondents made encouraging comments on their completed questionnaires. These points are of interest and support the prediction that a willingness to cooperate and collaborate with the study could eventually translate into a desire by Las Vegas respondents to help out, share responsibility and work with others in a flexible, trusting way to ultimately make their companies more successful.

As a part of the new "entertainment economy", gaming is expanding at a lightning pace. The results and observations made in this study could stimulate further research, and in the *Utilization* section of this study, the author does suggest a possible direction in which this research might proceed. However, full cooperation by casino management and a much larger random sample would be needed in order to make the "Casino Employee Attitude Survey" an accurate and reliable predictor for separating those employees with strong, basic attitudes towards giving service from the "duds" who do not have what it takes to succeed in the new service economy.

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APPENDIX A

Casino Employee Attitude Survey

**14 Markdale Ave., #2
Toronto, Ontario M6C 1S9**

Tel: 416.785.5854 Fax: 416.787.7164

May 7, 1994

Dear Colleague:

Re: Casino Employee Attitude Survey

My name is Michael Altman and I am a graduate student at the Rochester Institute of Technology. I am currently trying to complete my Master's Degree in Service Management. My research interest is on learning more about the recruitment, training and management of casino employees. As employees of Ontario's first full-scale casino, I would very much appreciate your support of my research.

You have been selected to complete the attached *Casino Employee Survey*. I realize that your time is limited, so the survey should take no longer than thirty minutes to complete. I would appreciate if you would return your completed survey by May 31, 1994 directly to me in the attached postage paid envelope.

I guarantee that all information will be held in strict confidence and your completed survey will be used only for research purposes. As a student, I am unable to offer you any compensation for completing the survey. However, once the data has been analyzed, I can prepare for you a profile showing a description of your attitudes against those of the total sample, and an explanation of your answers. If you would like a copy of the profile, please write your name and address on the bottom of this page.

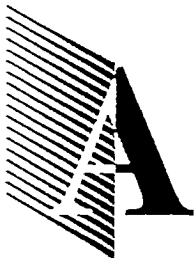
As a fellow casino employee, I truly appreciate your participation in my study. Please do not hesitate to contact me personally if you have any questions regarding the survey, or the intent of the study. You may call me collect at 416-785-5854.

As I have worked with many of you before, I have no doubt that you will help to make the Windsor Casino a smash success! Good luck and thanks again.

Best regards,



Michael Altman



Your Name: _____
Address: _____
Postal Code: _____

After each statement please circle the number on the scale that most nearly describes you or your opinion:

1 = strong disagreement 2 = moderate disagreement 3 = undecided 4 = moderate agreement 5 = strong agreement

	Strongly Disagree					Strongly Agree
1. Sometimes you would like to tell an obnoxious customer a "thing or two"	1	2	3	4	5	
2. Without supervision, it is only natural for casino employees to do as little work as they can get away with.	1	2	3	4	5	
3. Those bratty kids running around the casino property should do what they are told and have more respect for authority.	1	2	3	4	5	
4. In most cases (regarding such things as choice of shift, days off, and holidays), it is important to get what you want even if you have to fight to get it.	1	2	3	4	5	
5. When casino employees avoid work or frequently call in sick, it's usually because they are bored with the job.	1	2	3	4	5	
6. Every person should have complete faith in God or a supernatural power whose decisions he/she obeys without question.	1	2	3	4	5	
7. When someone wins money in the casino, it gives him/her power.	1	2	3	4	5	
8. Asking employees for their ideas can help them grow and results in the development of useful suggestions that can help the company be more profitable.	1	2	3	4	5	
9. What kids need is more strict discipline, rugged determination, to be less lazy and the will to fight for family and country.	1	2	3	4	5	
10. If anyone steps ahead of you in line, you will let him/her know about it.	1	2	3	4	5	
11. If dealers or supervisors have access to more information than they need to simply work their games, they will usually misuse it.	1	2	3	4	5	
12. Nowadays, with so many different kinds of people passing through the casino, a person has to protect oneself especially carefully against catching an infection or disease from them.	1	2	3	4	5	
13. You hate to lose an argument with a player or a boss even when the issue is not very important.	1	2	3	4	5	
14. One problem in asking employees for ideas is that they don't know enough about the entire casino operation for their suggestions to be of much use.						
15. Young people sometimes get crazy ideas, but as they grow up they ought to get over them and settle down.	1	2	3	4	5	
16. There are some people who do things that seem to constantly "piss you off"	1	2	3	4	5	
17. If casino employees are given access to any information they want (such as pit reports, player ratings, etc.), they tend to have better attitudes and behave more responsibly.	1	2	3	4	5	

- | | | | | | |
|---|---|---|---|---|---|
| 18. Sex crimes, such as rapes and attacks upon children, deserve more than just jail time; such criminals ought to be publicly beat up, or worse. | 1 | 2 | 3 | 4 | 5 |
| 19. Customers who tip well can ask you personal questions, whereas cheapskates who don't tip well should mind their own business. | 1 | 2 | 3 | 4 | 5 |
| 20. If people don't use much imagination or take initiative on the job, it's probably because relatively few people have much of either. | 1 | 2 | 3 | 4 | 5 |
| 21. People can be divided into two different classes; the weak and the strong. | 1 | 2 | 3 | 4 | 5 |
| 22. It bothers you to see someone else messing up a job you know perfectly well how to handle. | 1 | 2 | 3 | 4 | 5 |
| 23. It's better to give people both good and bad news because most employees want the whole story, no matter how painful. | 1 | 2 | 3 | 4 | 5 |
| 24. There is hardly anything lower than a person who does not feel a great love, gratitude, and respect for his/her parents. | 1 | 2 | 3 | 4 | 5 |
| 25. You have frequently felt like telling "nosey" customers to mind their own business. | 1 | 2 | 3 | 4 | 5 |
| 26. Dealers respect those supervisors who can admit when someone working below them was right and they were wrong. | 1 | 2 | 3 | 4 | 5 |
| 27. Nowadays, more and more people are poking into matters that are private and none of their business. | 1 | 2 | 3 | 4 | 5 |
| 28. You would like to have enough money or power in order to impress people who think they are better than you are. | 1 | 2 | 3 | 4 | 5 |
| 29. Employees will "goof off" and not work as hard if they are not punished for their misbehavior and mistakes made on the job. | 1 | 2 | 3 | 4 | 5 |
| 30. The wild sex life of the old Greeks and Romans was tame compared to some of the goings-on in this country, even in places where people might least expect it. | 1 | 2 | 3 | 4 | 5 |
| 31. When people become too bossy, you want to do the opposite of everything they tell you to. | 1 | 2 | 3 | 4 | 5 |
| 32. Most dealers have good imaginations and are creative but may not show it because of constant supervision, surveillance and being bored on the job. | 1 | 2 | 3 | 4 | 5 |
| 33. If dealers would "keep their eyes on the game" and talk less, everybody would be better off. | 1 | 2 | 3 | 4 | 5 |
| 34. Some players or bosses are so rude that you feel the urge to "tell them off" | 1 | 2 | 3 | 4 | 5 |
| 35. It's better not to tell employees bad news about such things as pay cuts, layoffs, etc., because most employees really want to hear only the good news. | | | | | |
| 36. No normal, decent person would even think of hurting a close friend or relative. | 1 | 2 | 3 | 4 | 5 |
| 37. You get into fights or arguments to protect your friends or members of your family. | 1 | 2 | 3 | 4 | 5 |
| 38. Science has its place, but there are many important things that humans can never understand | 1 | 2 | 3 | 4 | 5 |

39. Even though supervisors and pit bosses are "higher up the ladder" than dealers, they are still afraid to admit when a dealer was right and they were wrong. 1 2 3 4 5
40. You like making people do as you want them to do. 1 2 3 4 5
41. People tend to work better if they are accountable for their own behavior and for correcting their own mistakes. 1 2 3 4 5
42. An insult to our honor should always be punished. 1 2 3 4 5
43. You are likely to talk back to a cop or other person in authority over you if you feel like it. 1 2 3 4 5
44. If you pay employees enough money, they probably won't care about such things as being promoted and getting recognized for their hard work. 1 2 3 4 5
45. Homosexuals are hardly better than criminals and ought to be severely punished. 1 2 3 4 5
46. If someone is cheating or not playing fair, you like to see them beaten at their own game. 1 2 3 4 5
47. The more knowledge and freedom a person has regarding his/her job, the less you need to control them, and the better they will perform. 1 2 3 4 5
48. The true North American way of life is disappearing so fast that force may be necessary to preserve it. 1 2 3 4 5
49. You feel the urge to stir up some excitement when things become dull. 1 2 3 4 5
50. If bosses would leave employees to set their own goals and standards of performance, they would probably set them higher than the boss would. 1 2 3 4 5
51. When a person has a problem or worry, it is best for him/her not to think about it, but to keep busy with more cheerful things. 1 2 3 4 5
52. It pays to "turn the other cheek" rather than start a fight. 1 2 3 4 5
53. You do not let people take advantage of you. 1 2 3 4 5
54. Some people are born with an urge to jump from high places. 1 2 3 4 5
55. When you are "pissed off" with someone, you will immediately tell him/her about it. 1 2 3 4 5
56. The more knowledge and freedom you give someone on the job, the less you need to keep him/her "in line" 1 2 3 4 5
57. Someday it will probably be shown that astrology (the study of stars) can explain a lot 1 2 3 4 5
58. You know or have known someone personally whom you would like to see behind prison bars. 1 2 3 4 5
59. If you give people interesting and challenging work, they are less likely to complain about such things as pay and benefits. 1 2 3 4 5
60. If bosses would leave employees to set their own goals and standards of performance, they would probably set them lower than the boss would. 1 2 3 4 5

APPENDIX B

The Dimock Leadership Inventory ©1970

Instructions and Interpretations

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Guilford-Zimmerman temperament survey - tolerance of hostile action, acceptance of domination, and respect for others; the F scale from The Authoritarian Personality, (Adorno, et al 1950) - prejudice, rigidity, authoritarian trends; and questions pulled together by the author looking at participative leadership (readiness to involve those affected by decisions in the process of making the decisions).

Reliability of the Inventory

Inventory reliability was established by a split half (alternate question) technique on a random sample of 100 people from ten different groups. The average reliability based on four groups of twenty-five people each is .86. The reliabilities of the subscales of the Inventory are as follows: FN scale (The Guilford-Zimmerman friendliness scale) .79; YN scale (Dimock) .67; A scale (questions revised from the Adorno F scale) .72.

The standard error of measurement score for the Inventory is 15.81. For the separate scales the standard error of measurement is FN = 5.85; YN = 7.63; A = 6.30. The standard error score means that any given score is within that many units (plus or minus) of the true score with a probability of 68%. Thus, when using the Inventory to assess individual changes in attitudes only those scores changing by more than the standard error score would be considered important. They would have to be more or less than twice the standard error score to be reasonably certain (95%) of change.

Validity of the Inventory

A prior edition of the Inventory (same questions with different scoring) was validated on two hundred group leaders working in one of eight different situations. All the leaders completed the Inventory prior to taking on group leadership. Later, two of their supervisors ranked and rated the effectiveness of their on-the-job performance. Effective leaders can be selected 92 times out of 100 if the applicants who scored in the lowest 30% on the Inventory are not taken. If the best 40% were selected (rejecting the lowest 60%), then effective leaders can be selected 97 times out of 100.

In a series of studies using the current Inventory, one hundred and forty-seven leaders were studied in seven different situations with similar results. By rejecting the lowest 20% of applicants effective leaders can be selected 94 times out of 100.

An analysis of the fifteen groups (N=345) in the validation sample shows the Inventory is more useful in deselecting ineffective leaders than in selecting the most effective. The Inventory does its best job in giving low scores to leaders who are likely to be duds. It is not the case of the "higher the score, the better the leader" but rather "those with low scores are unlikely to be effective leaders". Correlations of the scores with rankings on success as a leader range from .23 to .69 on the different groups but the correlation related to the Inventory's ability to predict quartiles of success is .70. A chi square test of the Inventory's ability to discriminate the acceptable leaders from the duds is significant beyond the .01 level.

