

Are Work Engaged Employees Perceive Career Success? A Study of Hospitality at Macau

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Abstract

This study examined 206 casino dealers in hospitality at Macau to investigate the extent of their subjective career success and work engagement. Casino dealers were work engaged, but their subjective career success was fairly low, with significant difference between them, which indicates they have cognitive dissonance about their jobs. Several personality variables (emotional suppression and work ethic), organizational variables, i.e., organizational socialization (training, understanding, coworker support, future prospects), and distributive justice, were assessed in relation to subjective career success and work engagement. Organizational socialization, work ethic, and distributive justice were positively correlated with and predictors of subjective career success and work engagement; while emotion suppression was negatively correlated with and predictor of work engagement. This study provides evidence of extending the theories of subjective career success and work engagement in Chinese society and hospitality. Also, it identifies factors that could resolve the employees' cognitive dissonance, and implementations for management were discussed.

Keywords: Subjective career success, work engagement, socialization, emotion suppression, hospitality

1. Introduction

Macau, “Monte Carlo of the Orient”, a city in Asia, where gambling is legal. Macau is entitled this name, due to its economy is mainly dominated by gaming industry (a main industry of hospitality in Macau) several decades. From 1962 to 2002, the whole gaming industry has been formed under the monopoly concession, registered as Sociedade de Turismo e Diversões de Macau (S.T.D.M). In 2002, this monopoly on casino operations ends when Macau awards gambling concessions to three groups (Chan & Kuok, 2011), the government of Macau welcomes more worldwide casino companies enter the market and expand the gaming industry.

Macau, becomes one of the premier gambling destinations in the world, gross gaming revenue exceeds the Las Vegas Strip occasionally, makes it become the largest gaming city in the world (Gaming Inspection and Coordination Bureau, 2014).

Statistics and Census Service (2014a) state that the total number of employees working in casinos has been increasing critically from 2004 to 2014. Interestingly, casino dealers are one of the largest working labours among all positions, as well as the casinos offers the highest vacancy of this position (Statistics and Census Service, 2014a).

Since the expansion of gaming industry in Macau, there are some researches about gambling, especially on the gambling problems or employees gambling (Ozorio & Fong, 2004, Wu & Wong, 2008), mainly focusing on the mental health issues. However, there is limited researches focus on the aspects of employees' occupational health in gaming industry, particularly the frontline employees, who serve the customers in the operation floor, e.g. casino dealers.

2. The Nature of the Casino Dealers' Work

Casino dealers' work is seen as sitting at a table to deal cards and servicing the gamblers, but their responsibilities are very demanding because they need to determine who wins and who loses with no mistakes in short period of time; in disbursing winnings and collecting losses (Tate, 2001). Also, they have to withstand many stressors, such as the gamblers' complains and anger when they lose, management's unhappiness when the dealers lose (Frey & Carns, 1987) and the unpleasant workplace environment, as the surveillance team is monitoring them through hundreds of cameras at casino.

2.1 Dilemma of Casino Management

In a study of casino dealers in Chinese society discovers that casino dealers' intention to leave casino is low although they burn-out easily and dissatisfied at work (Taormina & Kuok, 2009). In addition, their affective commitment is significant lower than continuance commitment, i.e. they stay at the casinos because they have to stay, not they want to stay (Kuok & Taormina, 2015), creating a lot of cognitive dissonance - any incompatibility one perceive between two attitudes or between behaviour and attitudes (Festinger, 1957).

Casino dealers' cognitive dissonance poses a dilemma of casino management – why they have to stay at casino? Like pervious studies suggest that gaming industry can provide high salaries for employees, therefore they stay because of the high value of money (Chan & Kuok, 2011; Taormina & Kuok, 2009). However, it may not be the reason that the management wish, as it means if casino dealers receive better offers, they leave the casinos once. Therefore, casino management prefers to understand their employees occupational health (dissonance between attitudes) and finds ways to resolve them. Subjective career success can be a possible variable that the casino management prefers to know (Boudreau, Boswell, & Judge, 1999; Judge, Cable, Boudreau, & Bretz, 1995). That is, their employees prefers to stay at casino because they perceive gaming industry to be the promising and dominated one at Macau. Also, casino management does not only satisfy at retaining employees for operation, but also addressing on

the employees' cognitive work engagement, because employees with positive ideas for improving their effectiveness can maximize the survival of an organization.

Thus, casino dealers' work engagement and career success are very important for the casino management as it provides further insights for resolving the dilemma. In addition, information about employees' work engagement and career success in gaming industry is missing from the literature. There is a gap in what is not known about the employees in gaming industry, not limited to Macau, also to the world. Therefore, the objectives of this study aims, (1) to assess the casino dealers' work engagement level; (2) to discover the casino dealers' subjective career success; (3) to investigate the factors related to work engagement and subjective career success and (4) to assess some implications for the casino managers to strengthen the dealers' work engagement and subjective career success.

3. Literature Review

Social Exchange Theory. It assumes that people participate in exchange behaviour because they think their reward justify their cost. That is, it deals with intangible social costs and benefits like respect and satisfaction (Chadwick-Jones, 1976). For many years, organizational theorists have used social exchange theory on organizational aspects, they imply employment as the exchange of employees' effort and loyalty for the organization's provision of material and socio-emotional benefits (e.g., Mowday, Porter, & Steers, 1982). For example, employees are more likely to be work engaged when there are meaningful tasks, offered by the company (Kahn, 1990); or employees perceived the fairness of the pay outcomes, they are more likely to perceive a success in their career (Wooten & Cobb, 1999). By adopting the social exchange theory to this study, organizational variables, i.e. Organizational Socialization (Training, Understanding, Coworker Support, Future Prospect) and Distributive Justice, as well as some interactive factors, Work Ethic and Emotion Suppression required by the company, are assessed to understand their relationships on employee's engagement at work and career success.

Work Engagement. Kahn (1990) first conceptualizes engagement at work as the "harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves....." (p. 694). That is, people bring their personal selves into their work. In addition, Rothbard (2001) develops a similar idea by defining engagement as a two-dimensional construct that includes "attention" (i.e., the cognition and the time one spends thinking about ones role at work), and "absorption" (i.e., the intensity of one's focus on a role at work). Engaged employees have high levels of energy, are enthusiastic about their work, and they are often fully immersed in their job (Macey & Schneider, 2008). Therefore, organizations would like to have employees with high work engagement because they possess positive attitude toward their work (Bakker et al., 2008). As a result, it increases the productivity of an organization (Harter & Schmidt, 2002). Moreover, Kuok and Taormina (2017) revolts Kahn (1990) concept of work engagement and forms a new measurement of work engagement with three facets, namely cognitive, emotional and physical work engagement. That is, work engaged employees are more likely to think of ways to improve their effectiveness at work, to have more positive emotions at work and to pay more effort willingly.

Subjective Career Success. It refers to an employee's evaluation of one's own career success with reference to self-defined standards, age, career stage, aspirations, and opinions of significant others (Gattiker & Larwood, 1986). Subjective career success is an important concept that reflects the peoples' actual perception and self-satisfaction among their career (Nabi, 2001). However, due to the global financial difficulties, there is limited resources in organizations to help employees achieve career success in terms of extrinsic career variables (like pay). i.e. increase in salary is not a main variable to increase career satisfaction (Townsend, DeMarie, & Hendrickson, 1998).

3.1 Discrepancy between Work Engagement and Career Success among Casino Dealers

In Macau, the reason of changing job for getting better salary is declining and they are more focusing on the satisfaction related to the aspects about work environment (Macau Statistics and Census Service, 2014b). Future prospects, but not pay satisfaction, is found to be a strong predictor of turnover intention among casino dealers in Macau (Taormina & Kuok, 2009). Also, casino dealers in Chinese society experience conflict between their perception of working in a casino and the norms of Chinese culture, which discourage people to work at casino (Taormina, 2009). In addition, employees at Macau perceive that they 'have to' stay at gaming industry (Kuok & Taormina, 2015) while they 'want to' stay among non-gaming industries (Kuok, 2017), revealing that casino dealer are less likely to generate a sense of success at career.

Moreover, the nature of work for casino dealers is routine, but their responsibilities are very challenging (Tate, 2001), as they have to deal with different customers in a fast and dynamic environment, they need to be cognitively work engaged. i.e. ones need to call one's attention willingly for the calculation of wins and losses and the interaction with customers. Therefore, under such a challenging working environment and the conflict of working in casino within Chinese society. Casino dealers are more likely to be work engaged at casino where they are less likely to perceive a promising and successful career. Thus, *H(1) Casino dealers' work engagement is significant higher than their subjective career success.*

3.2 Independent Variables

Regarding the proposed independent variables, some have been found to have relationships with work engagement and subjective career success, and are expected to yield similar results in previous studies. i.e. work ethic, and distributive justice are found to have positive relationships with them. These variables can help to extend the work engagement and subjective career success theories in casino context. In addition, some variables, which have not been used in the literature on work engagement and subjective career success, are introduced to discover their relationships, namely, emotion suppression (Morris & Feldman, 1997) and organization socialization (Taormina, 1997), including four domains, (1) training; (2) understanding; (3) co-worker support; and (4) future prospects. These variables can further enrich the knowledge in work engagement and subjective career success theories and their application in casino context.

Work Ethic. It refers to a commitment to the value and importance of hard work (Miller, Woehr, & Hudspeth, 2001). Employee with high work ethic place great value on hard work, efficient use

of time, delay of gratification, and the intrinsic value of work (Ho & Lloyd, 1984; Wollack, et al., 1971). In a survey of 150 American managers, about 60 per cent of the respondents rank work ethic as the most important factor when hiring an employee, assuming the candidate have the basic skills necessary to perform the job (Flynn, 1994). In addition, work values as a system of ethics, plays a key role in influencing employees' affective response to work in general (Blood, 1969). Furthermore, 'Islamic work ethics' - a type of work ethics emphasized on hard work and dedication of work, is positively predicted satisfaction and commitment (Rokhman, 2010) and work engagement (Salmabadi, et al., 2015). Thus, *H(2a) the more work ethic the dealers have, the higher work engagement they have.*

In addition, in a study of employees in tourism and hospitality industry, work ethics is found to be positively correlated to career success (Lertwannawit, Serirat, & Pholpantin, 2009). As casino dealers in this study are categorized as employees in the hospitality industry, supposing this correlation in previous study to be found in this study. Thus, *H(2b) the more work ethic the dealers have, the higher subjective career success they perceive.*

Emotion suppression. There are often conflicts between the emotions one genuinely feels and those are organizationally requested during an employee's interactions with customers (Morris & Feldman, 1997). As a result, a job becomes more demanding if one is required to control one's true feelings, resulting in a drain of 'emotional labour', i.e. the struggle between regulation and suppression of one's true emotions.

In the industries related to customer service, frontline service employees are required to suppress certain emotions, like anger and rudeness (Hochschild, 1983; Rupp, McCance, & Grandey, 2007), the aim is to enhance the customer perception of the service and to improve their loyalty (Giardini & Frese, 2008; Groth, Hennig-Thurau, & Walsh, 2009). In gaming industry, regarding emotional labour in casinos, there are two of the house rules for casino dealers: (1) "Never display any body language that could be interpreted as negative or unfriendly" (Sallaz, 2002, p. 407) and (2) to offer "No differential treatment of players who tip" (Sallaz, 2002, p. 408). Therefore, to avoid the customer misunderstand their emotions, casino dealers should not express their emotions when they are interacting with the gamblers, e.g. a smile by a dealer when a player lose can result in the player becoming angry. Studies state that requiring the workers to show emotions they do not want or to suppress an emotion they want, creating a dissonance (Abraham, 1999), job dissatisfaction (Côté & Morgan, 2002), and have negative relationship to work engagement (Xanthopoulou, Bakker, & Fischbach, 2013). Thus, considering Morris and Feldman's (1997) theory, forcing casino dealers to suppress their emotions can generate their emotional dissonance, then they feel less engaged at work. *H(3a) the more emotions the dealers have to suppress, the lower work engagement they have.*

Furthermore, workers who have to provide fake emotions without altering their actual feeling to serve customers decrease job satisfaction and increase their intention to quit (Pugh, Groth, & Hennig-Thurau, 2011). Unfortunately, there is limited study of emotions suppression and subjective career success, considering the result of the studies about workers' emotional dissonance (Abraham, 1999, Pugh, Groth & Hennig-Thurau, 2011) and the nature of dealers

work, dealers in casinos can generate dissonance in emotions, they will perceive less subjective career success. *H(3b) the more emotions the dealers have to suppress, the lower subjective career success they perceive.*

Distributive Justice. It refers as “the perceived fairness of the amounts of compensation employees receive” (Folger & Konovsky, 1989, p.115). Also, it means how employees perceive and react to the fairness of the pay outcomes (Wooten & Cobb, 1999), matching with Adam (1965) equity theory, the employees compare with others in the company to see whether they are fairly treated by the company, like having the same rewards, promotions, support, and allocation, once they perceive the equity, they pay more effort and more likely to have positive work outcomes. That is, they are more likely to engaged at work. In addition, organizational justice is found to be positive related to work engagement (Inoue, Shimazu, & Akiyama, 2010). Thus, *H(4a) the more distributive justice the dealers perceive, the higher work engagement they have.*

Furthermore, higher wages can be a result of increasing productivity during the process of the investments at work (Becker, 1975). Such productivity increases may be the result of training, learning new skills, or enhancing existing skills. In return, they are more likely to have success in career due to satisfactory performance. Also, distributive justice is a main factor when employees evaluate the opportunities of their career development (Crawshaw, 2006), assuming that there is a positive relationship between distributive justice and career success. Thus, *H(4b) the more distributive justice the dealers perceive, the higher subjective career success they perceive.*

Organizational Socialization. Taormina (1997) generalizes organizational socialization in to four domains, they are (1) training received; (2) the employee’s understanding of his or her role and of the company; (3) co-worker support; and (4) future prospects within the employing organization.

Training. It is “the act, process, or method by which one acquires any type of functional skill or ability that is required to perform a specific job” (Taormina, 1997, p. 30). That is, to provide organizational instruction for upgrading the employee’s job skills.

With sufficient training, employees (casino dealers) enhance their competence and commitment in organization (Kuok & Taormina, 2015). Employees with positive perceptions of the training received enhance their self-confidence (Nordhaug, 1989). Training provided by company is also part of a socialization program which lead the dealers become highly skilled. In return, it leads the dealers’ effectiveness at work, enriching their involvement at work and are more likely to translate into more success at career. *H(5): The more positive evaluations the dealers have of the training provided by their companies, the more (a) work engaged they are, and (b) subjective career success they perceive.*

Understanding. It refers to “the extent to which employees believe they can comprehend their job roles, know the goals and values of the company, and apply knowledge about the job” (Taormina,1997, p. 34). The extent to which management share their company’s goals and

values with their employee may impact employee understanding of working environment. Workers know how to perform tasks and how the organization function when they have a good understanding of job roles, and they should have higher levels of self-assurance and confidence (Taormina, 1997). Also, understanding has been found to be highly correlated with wide range of organizational behaviours among Chinese workers (Taormina, 1999). *H(6): The better jobs understanding the dealers have, the more (a) work engaged they are, and (b) subjective career success they perceive.*

Coworker Support. It refers to “the emotional or instrumental sustenance that is provided by other employees with the objective of alleviating worry or doubt” (Taormina, 1997, p. 37). Favourable social interaction with workmates is critical to employees to socialise within an organization successfully. Interactions with coworkers need to be favourable for employees to function effectively (Katz, 1988). In other words, when a dealer perceive that one is accepted by his or her coworkers, one tends to be more satisfied with various aspects of the job (Taormina, 1999). As coworkers are parts of the organization, their support can favour their engagement at work and they are more likely to perceive the support and translate into success in career. *H(7): The more coworker support the dealers receive, the more (a) work engaged they are, and (b) subjective career success they perceive.*

Future Prospects. It refers to “the extent to which an employee anticipates having a rewarding future with a company in terms of the acceptability of one’s recognition, advancement, benefits, and salary increments” (Taormina, 1997, p. 40). Rewards, advancement, promotion and chances of having good career can be categorized as future prospects (Duignan & Iaquinto, 2005). Working “*in casinos can usually receive nearly double the pay of those with the same education background but working in other sectors.*” (Luk et al., 2010, p. 489). Therefore, it is logical to assume that casino dealers perceive positive future prospect among their organization, and they are more likely to feel have an involvement at work and to perceive a success in career. *H(8): The more future prospect the dealers perceive, the more (a) work engaged they are, and (b) subjective career success they perceive.*

4. Methodology

4.1 Participants

The participants were 206 (110 female, 96 male) full-time workers from the casinos in Macau. Their average age was 30.52 years old (SD = 7.66) and all of them are over 18 years of age, the minimum age to be a casino dealer legally. With regard to position, 120 were dealers and 86 were dealer inspectors; For education level completed, 6 were primary school, 181 were secondary school, 19 were bachelor degree. For their salary, 1 had the salary for 10,001 to 12,000 patacas, 19 had the salary for 12,001 to 14,000 patacas, 90 had the salary for 14,001 to 16,000 patacas, 22 had the salary for 16,001 to 18,000 patacas, and 74 had the salary for 18,001 patacas or above.

4.2 Materials

Subjective Career Success. This variable was assessed by using five items from the Career Satisfaction Scale created by Greenhaus, Parasuraman, and Wormley (1990). A sample item was “I am satisfied with the job status achieved through my career” (original Alpha = .88). The participants were asked the extent to which they thought the statements describe them on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly). The reliability in this study was .90.

Work Engagement. This variable was assessed by six items from one of three facets “Cognitive Work Engagement” of Kuok and Taormina (2017) Work Engagement Scale. A sample item was “My mind is often full of ideas about my work.” (Original Alpha = .88). The participants were asked the extent to which they thought the statements describe them on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly). The reliability in this study was .90

Work Ethic. This was measured with a 7-item scale, which adopted from the measurement of work ethic (Miller, Woehr, & Hudspeth, 2001). The original scale included seven dimensions, and three items from the dimension of Centrality of work in the measurement of work ethic (Miller, Woehr, & Hudspeth, 2001), e.g. “A hard days work is very fulfilling” (Alpha=.81) and four items from the dimension of hard work in same measurement, e.g. “Hard work makes one a better person” (Alpha=.83). In this study, the seven items were selected as their ideas match the concept of work ethic in this study, i.e. the importance of hard work. Participants were asked how much they agree or disagree that the statements (items) describe them and their answers were scored on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly). The reliability in this study was .88.

Emotion Suppression. This variable was measured by an 8-item scale. Van Katwyk, Fox, Spector, and Kelloway (2000) first developed Job-Related Affective Well-Being Scale which had 30 items representing the positive and negative emotions towards ones’ job. Simpson and Stroh (2004) extracted for those 30 items and revised them into three factors. They were labeled as positive emotions, negative emotions, and the emotional state of boring. In this study, four items of negative emotions, e.g. “depressed” (Alpha=.96) as well as four items of positive emotions, e.g. “cheerful” (Alpha=.90) were assessed and asked the participants how much ones’ organization offered one to suppress the emotions. The items were scored on a 5-point Likert scale (1 = Never to 5 = Always). The reliability of the present study was .84.

Distributive Justice. This was measured with a 5-item scale developed from two sources. One was three items (on the assignment of workloads, work schedules and job responsibilities) adapted from Niehoff and Moorman’s (1993) Distributive Justice Scale (Alpha > .70, but did not report the specific alpha). Other items from that scale were not used because of possible overlap with other variables used in this study; and the wording was adapted to assess perceptions of the overall distributive justice in the organization rather than what the workers perceived for their individual justice outcomes, e.g. “The work loads are assigned fairly.” The other two items (on performance appraisals and promotions) were newly created. The question asked whether the employees thought that statements described their organization, and their responses were measured on a 5-point agree-disagree Likert scale. The reliability of the present study was .87.

Organizational Socialization. This variable was assessed using Taormina's (2004) "organizational socialization inventory" (OSI). The OSI has four subscales, namely: Training (e.g. "The type of job training given by this organization is highly effective"); Understanding (e.g. "I know very well how to get things done in this organization"); Coworker Support (e.g. "My coworkers have done a great deal to help me adjust to it"); and Future Prospects (e.g. "There are many chances for a good career with this organization"). Each of the three subscales includes five items, using a 5-point Likert scale (1 = Strongly disagree to 5 = Strongly agree). The alphas of the four OSI domains were .76, .79, .81, and .76, respectively (Taormina, 1994). The employees were asked the extent to which they thought the statements described them when they are working, the reliabilities of the present study were .88, .75, .79, and .70 respectively.

4.3 Procedure

As the target group of this study was dealers/dealer inspectors, the data were obtained in Nape and Cotai where almost all the casinos are located, the dealers came from the major casinos in Macau, namely, MGM, Wynn, Star World, Lisboa, Grand Lisboa, Sands, Galaxy, Venetian, Waldo, and Rio casinos. In addition, there was no permission that the study can be conducted in the casinos. So, the only way to obtain the data was to wait for them leaving their workplace after finishing work at their shifted work time schedule and to wait at the nearest open area of the staff entrance or bus-stop around the casinos. Dealers were initially identified by the uniforms, approached individually after they had left the casinos, and asked if they were dealers. Once their jobs were confirmed, they were told the purpose of the study, assured of their anonymity and of the confidentiality of their data. Then asked for their consents to participate and provided them a questionnaire. If the participants did not feel pleasant to participate, the researcher should respect the respondents' esteem and prohibited forcing the respondents to participate. Out of 402 dealers who were approached, 156 did not stop walking and accept the questionnaire, excusing they were in a hurry. Another 40 initially took the questionnaire but did not want to continue, saying they did not have enough time to complete it. The remaining 206 dealers who agreed to participate in the study duly finished the questionnaires, which were collected on site when completed. Thus, the overall response rate (206/402) was 51.24%, and the effective return rate (206/[206+40]) was 83.74%.

5. Results

The data were examined using the SPSS package. T-tests were assessed between the demographic variables, namely gender, age, position, educational level and salary as well as each of the dependent variables, namely work engagement and subjective career success. Pearson correlation was computed to figure out the relationships between work engagement, subjective career success, work ethic, emotion suppression, distributive justice, training, understanding, coworker Support and future prospects.

5.1 Test for Multicollinearity

Multicollinearity is a statistical phenomenon in which predictor variables in a multiple regression model are highly correlated, which could lead to inaccuracy in the statistical analyses. This was

assessed by a “tolerance” ($1 - R^2$) test for each independent variable. According to Hair et al. (1998, see pp. 191–193), a tolerance value of less than .10 is problematic. This test used all the independent variables (for the planned regressions), and regressed each one on all the other independent variables (excluding the demographics because many of them are naturally correlated, e.g., age and marital status). The tolerance values for the independent variables ranged from .51 to .88, all above the .10 cutoff, indicating that multicollinearity was not a concern

5.2 Group Difference

Although no hypothesis was made for the demographic variables, none of the demographic variables, except gender, was found to have a difference between female and male in work engagement. That is, there was a significant difference in work engagement between female and male, female ($M = 3.06$, $SD = 0.84$), which was significantly higher than male ($M = 2.79$, $SD = 0.85$), $t(204) = 2.30$, $p < .05$.

5.3 Difference between Casino Dealers’ Work Engagement and Subjective Career Success

A paired-samples t-test was conducted on the overall difference between the means for Work Engagement and Subjective Career Success, Work Engagement ($M = 2.93$, $SD = 0.85$) was significantly higher than that for Subjective Career Success ($M = 2.80$, $SD = 0.85$), $t(205) = 2.427$, $p < .05$, which supported $H(1)$.

5.4 Correlations analyses

A Pearson correlation test was used to compute the inter-correlations among dependent variables, namely work engagement, subjective career success, as well as outcomes variables, namely work ethic, emotion suppression, distributive justice, training, understanding, coworker support, and future prospects

For work ethic, it had significant positive correlations with Work Engagement ($r = .58$, $p < .001$) and Subjective Career Success ($r = .56$, $p < .001$), which supported $H(2a)$ and $H(2b)$.

For Emotion Suppression, it had significant negative correlations Work Engagement ($r = -.33$, $p < .001$) and Subjective Career Success ($r = -.24$, $p < .001$), which supported $H(3a)$ and $H(3b)$.

For Distributive Justice, it had significant positive correlations with Work Engagement ($r = .49$, $p < .001$) and Subjective Career Success ($r = .55$, $p < .001$), which supported $H(4a)$ and $H(4b)$.

For Training, it had significant positive correlations with Work Engagement ($r = .47$, $p < .001$) and Subjective Career Success ($r = .58$, $p < .001$), which supported $H(5a)$ and $H(5b)$.

For Understanding, it had significant positive correlations with Work Engagement ($r = .32$, $p < .001$) and Subjective Career Success ($r = .28$, $p < .001$), which supported $H(6a)$ and $H(6b)$.

For Coworker Support, it had significant positive correlations with Work Engagement ($r = .34$, $p < .001$) and Subjective Career Success ($r = .30$, $p < .001$), which supported $H(7a)$ and $H(7b)$.

Table 1. Mean, Standard deviation, and intercorrelations among the variables (N = 206)

Variable	Mean	SD	1	2	3	4	5	6	7	8	9
1. Work Engagement	2.93	0.85	(.90)								
2. Subjective Career Success	2.80	0.85	.57****	(.90)							
3. Work Ethic	3.21	0.77	.58****	.56****	(.88)						
4. Emotion Suppression	3.06	0.65	-.33****	-.24****	-.26****	(.84)					
5. Distributive Justice	2.82	0.80	.49****	.55****	.52****	-.29****	(.87)				
6. Training	3.16	0.75	.47****	.58****	.46****	-.30****	.53****	(.88)			
7. Understanding	3.35	0.58	.32****	.28****	.33****	-.29****	.27****	.44****	(.75)		
8. Coworker Support	3.40	0.60	.34****	.30****	.49****	-.24***	.37****	.41****	.29****	(.79)	
9. Future Prospect	2.94	0.65	.47****	.56****	.50****	-.25****	.65****	.52****	.28****	.33****	(.70)

Note. All variables value from 1 to 5. * = P < .05, ** = P < .01, *** = P < .005, **** = P < .001. Reliabilities are in the parentheses () along the diagonal

For Future Prospect, it had significant positive correlations with Work Engagement ($r = .47, p < .001$) and Subjective Career Success ($r = .56, p < .001$), which supported $H(8a)$ and $H(8b)$. All these results were shown in Table 1.

Regression analysis

A series of stepwise linear regression analyses were performed using the dependent variables, namely work engagement and subjective career success as the criteria measures, work ethic, emotion suppression, distributive justice, and the socialization (training, understanding, coworker support, and future prospect), as well as demographic variables, namely gender, age, position, educational level and salary as the predictors. The idea of using stepwise regression was to identify the most significant predictors among the antecedents for work engagement and subjective career success

For work engagement, the variables, gender, work ethic, distributive justice, emotion suppression, and training were proved to be good predictors. Each predictor did have the power to estimate Work Engagement. The strongest predictor was “Work Ethic”, it showed that β was .401, ΔR^2 was .32 with a significant level $p < .001$. The second predictor was “Distributive Justice”, it showed that β was .196, ΔR^2 was .05 with a significant level $p < .01$. The rest predictors were Emotion Suppression, Training, and Gender, for “Emotion Suppression”, it showed that β was -.180, ΔR^2 was .02 with a significant level $p < .05$; for “Training”, it showed that β was .173, ΔR^2 was .02 with a significant level $p < .05$; for “Gender”, it showed that β was -.193, ΔR^2 was .02 with a significant level $p < .05$. These variables combined and formed as powerful predictors ($R^2 = .44$, $F = 31.04$, $p < .001$). These results were shown in Table 2.

Table 2. Regression Results of a stepwise model for Work Engagement

Criteria/Variables	Beta	t-value	ΔR^2	R^2	F	df
Work Engagement				.44	31.04****	5,205
Gender	-.193	-2.10*	.02			
Age	.134	-0.69				
Position	.023	0.43				
Education Level	.028	0.53				
Salary	-.010	-0.19				
Work Ethic	.401	5.57****	.32			
Emotion Suppression	-.180	-2.43*	.02			
Distributive Justice	.196	2.69**	.05			
Training	.173	2.33*	.02			
Understanding	.054	0.88				
Coworker Support	-.008	-0.13				
Future Prospect	.094	1.28				

Note. * = $P < .05$, ** = $P < .01$, *** = $P < .005$, **** = $P < .001$.

For subjective career success, the variables, training, work ethic, future prospect, and distributive justice were proved to be good predictors. The strongest predictor was “Training”, it showed that β was .318, ΔR^2 was .33 with a significant level $p < .001$. The second predictor was “Work Ethic”, it showed that β was .279, ΔR^2 was .11 with a significant level $p < .001$. For “Future Prospect”, it showed that β was .242, ΔR^2 was .04 with a significant level $p < .01$; for “Distributive Justice”, it showed that β was .158, ΔR^2 was .01 with a significant level $p < .05$. These variables combined and formed as powerful predictors ($R^2 = .49$, $F = 48.00$, $p < .001$). These results were shown in Table 3.

Table 3. Regression Results of a stepwise model for Subjective Career Success

Criteria/Variables	Beta	t-value	ΔR^2	R^2	F	df
Subjective Career Success				.49	48.00****	4,205
Gender	.001	0.02				
Age	-.063	-1.23				
Position	-.036	-0.71				
Education Level	.029	0.57				
Salary	-.071	-1.40				
Work Ethic	.279	4.08****	.11			
Emotion Suppression	-.003	-0.05				
Distributive Justice	.158	2.08*	.01			
Training	.318	4.47****	.33			
Understanding	-.032	-0.56				
Coworker Support	-.080	-1.34				
Future Prospect	.242	2.65**	.04			

Note. * = $P < .05$, ** = $P < .01$, *** = $P < .005$, **** = $P < .001$.

6. Discussion

6.1 Casino Dealers' Work Engagement and Subjective Career Success

This study aims at clarifying the casino dealers' work engagement level and subjective career success. Casino dealers have an average level of work engagement, i.e., 2.93, which is around the score mean (3.00 out of the 5-pt likert scale). In addition, female dealers are more work engaged than the male dealers, one of the possible explanations is the role of female has been changing. In traditional Chinese society, the role of female is

regarded as family caretaker, taking care of children, helping them with the homework and studies, cooking, and doing household chores. However, due to rapid changes of global economy, more and more women have to take on dual roles, i.e. they are not only responsible for raising children and taking care of the family, coming out to work in society and maintaining their family financially becomes part of their life. This extra role or responsibility for women further strengthens their engagement at work as they are the cores to their family in several aspects.

Surprisingly, casino dealers' work engagement is significant higher than their subjective career success, revealing that there is a great difference between their work engagement and subjective career success. In addition, the discrepancy between these two variables in this study further suggests that casino dealers actually experience another type of cognitive dissonance, i.e. they worked engaged, but they did not perceived to have a success career for working in gaming industry. In addition, previous studies confirm that they are experiencing various cognitive dissonance too, e.g. they experience burnout but they do not want to leave (Taormina & Kuok, 2009); they have to stay at the organizations that they do not want to (Kuok & Taormina, 2015). Therefore, all these results suggests that casino dealers are the working group experience different types of cognitive dissonance.

6.2 Effects of the Organizational Variables on Dealers Work Engagement

Work ethic is the strongest positive predictor of work engagement, confirming previous findings of a positive relationship between these two variables (Salmabadi, et al., 2015). In casinos, if the dealers place great value on hard work, use of time efficiently, they are more likely to develop engagement at work, implying that if management praise the employees to value of hard work, appreciate their efforts, and recognise them as a role model of employees with good work attitudes and behaviours, more dealers will become more active and engaged at work.

Another positive predictor is distributive justice, suggesting that dealers are more engaged at what they are working when one perceive they are evaluated for their performance and receive a satisfied outcome under a distributive justice system (Folger & Konovsky, 1989). Same as the concept of Adam (1965) equity theory, if the management provide the employees pay, rewards, support, and allocation (outputs) according to their effort and performance, they are work engaged (inputs).

All four domains of organizational socialization positive relate to work engagement, especially training is found to be a positive predictor of work engagement too, yielding the support of socialization theory (Taormina, 1997), which can be extended to work engagement and in casino context. That is, when one acquires the ability required to perform a specific job, employee becomes work engaged because the training enhance their effectiveness. As a result, they complete their job without feeling much strains. Thus, if management can provide appropriate training program for their staffs to learn the skills their job need, more dealers engage at work.

There is a negative predictor of work engagement, i.e. Emotion Suppression, confirming previous findings of a negative relationship between these two variables (Xanthopoulou, Bakker, & Fischbach, 2013). In casinos, dealers are less engaged at what they are working when one need to suppress their emotion during working, job becomes more demanding as it requires greater effort to control true feelings (Morris & Feldman, 1997). If management provide more breaks, or social support (e.g. Workplace counselling) to the employees, it may help them to regulate the emotions and to maintain a healthier psychological state for working. As a result, they engage at work.

6.3 Effects of the Organizational Variables on Dealer Subjective Career Success

Training and future prospect are the strongest positive predictors of subjective career success, suggesting that one acquires the ability required to perform a specific job is a key to lead their good performance consistently; in return, they may have a promising and successful career. Also, dealers perceive their career success when they anticipate having a rewarding future in terms of the acceptability of one's future promotions, benefits, and salary increments, that is, they have more motivation to do their job well for their good prospects in the casinos. Thus, if casino management provide appropriate training program, clear career pathway, and explicit opportunities can strengthen employees' skills and complete their job efficiently. As a result, they perceive their career success.

Work ethic and distributive justice are positive predictors of subjective career success, matching with the previous studies for work ethic (Lertwannawit, Serirat, & Pholpantin, 2009) and for distributive justice (Crawshaw, 2006). That is, if the dealers place great value on hard work, as well as they are evaluated due to their performance and receive fair outcomes, they can perceive their career success. Management can provide the employees pay and rewards based on their effort and performance as well as recognise their value of hard work in term of attitudes and behaviours, they are work engaged.

7. Implementations and Conclusion

Regarding the objectives of this study and their implications for casino management, the findings suggest that the dealers' subjective career success is low, and it is significantly lower than their work engagement. This revealed that casino dealers are willing to think of ways and ideas to improve their effectiveness at work, but they cannot perceive a success in their career as working at casinos. Also, pervious studies also discover casino dealers have to stay at casino (Kuok & Taormina, 2015) but dissatisfaction at casino (Taormina & Kuok, 2009), suggesting that casino dealers are encountering different types of cognitive dissonance (Festinger, 1957), i.e. how can an employee engaged at work, when one does not perceive success at workplace? Therefore, it is necessary for the casino management to know how to increase their employees' work engagement and subjective career success in order to minimize such kind of dilemma, i.e. a feeling of discomfort resulting from conflicts.

For work engagement, work ethic and distributive justice are the main positive predictors, while the organizational socialization factor, training is positive related and emotion suppression is negative related. Casino management can improve the dealers' work engagement by praising the employees who hold great value of hard work, or with good performance, recognizing them as a role model of possessing good attitudes and behaviours at work. Thus, when they receive appropriate training, being treated under a fair system of pay and rewards, and are able to regulate the emotions and maintain a healthier psychological state for working by providing social support (e.g. support from colleagues and supervisors), they are more work engaged. Also, management can employ workplace counsellors to provide professional support (e.g. listening, reflecting and counselling) as well as they can make use of the vocational assessments and programs to monitor employees' work stress level and to assist them to resolve barriers at work.

For subjective career success, organizational socialization factors, namely training and future prospect are good predictors, while work ethic and distributive justice are the positive predictors. Casino management can increase the dealers' perception of their career success by providing good training; clear career pathway; explicit opportunities; recognizing their value of hard work; and treating them fairly in term of pay and rewards, as a result, they will perceive their career success.

7.1 Limitation and Future Study

In this study, the measurement of work engagement is newly created (Kuok & Taormina, 2017), which is grounded the first conceptualization of engagement at work (Kahn, 1990) and Saks (2006) employee and organizational engagement which is also inspired by Kahn (1990). Unfortunately, Kahn (1990) is just a theoretical concept, and the scope of the scale in Saks (2006) study seems to be no suitable for the current study, which is focused on the cognitive aspects of work related attitudes and behaviours, thus, new measurement of work engagement is used. The reliability is .90, an excellent internal consistency, according to the recommended .70 value (Nunnally, 1976). More validation tests will be needed in the future for further verification. In addition, this study is conducted in Macau, one of the popular cities in the world which represent hospitality and gaming industry, providing further understanding of worldwide employees in gaming industry if the future studies will be conducted in other cities where gambling is legal.

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