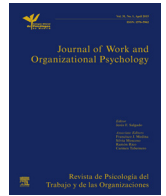




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## Insights for management among non-gaming industries: Employees' dissonance in a casino dominant economy

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### ABSTRACT

This study examined 290 full-time employees among non-gaming industries at Macau, where the economy was mainly dominated by the revenue from casinos. It clarified that work satisfaction was fairly low for employees in non-gaming industries, and dissonance was generated due to the discrepancy between employees' work satisfaction and affective commitment. Organizational variables – management ethics and distributive justice –, a socio-emotional variable – family emotional support –, as well as personality variables – conscientiousness and neuroticism – were assessed in relation to work satisfaction and affective commitment. Regressions found distributive justice to be the most powerful and positive predictor that, together with management ethics and family emotional support, were the positive predictors of both work satisfaction and affective commitment. In addition, conscientiousness was a positive predictor, while neuroticism was a negative predictor of work satisfaction. Results were interpreted in relation to management, and implications for human resource management practice in non-gaming industries were discussed.

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### Ideas para la gestión en sectores no relacionados con el juego: la disonancia de los empleados en una economía dominada por los casinos

### RESUMEN

Este estudio examinó a 290 empleados a tiempo completo de sectores no relacionados con el juego en Macao, región donde la economía está dominada principalmente por los ingresos de los casinos. Se encontró que la satisfacción en el trabajo era bastante baja para los empleados en las industrias no vinculadas al juego y que se daba en ellos disonancia debido a la discrepancia entre la satisfacción laboral y el compromiso afectivo. Se evaluaron variables organizacionales (ética de gestión y justicia distributiva), variables socioemocionales (apoyo emocional familiar) y variables de personalidad (responsabilidad y neuroticismo) en relación a la satisfacción laboral y al compromiso afectivo. Las regresiones mostraron que la justicia distributiva era el predictor positivo de mayor peso que, junto a la ética de gestión y el apoyo emocional de la familia, resultaron predictores positivos tanto de la satisfacción laboral como del compromiso afectivo. Además, el factor de personalidad responsabilidad resultó ser un predictor positivo mientras que el neuroticismo resultó ser un predictor negativo de la satisfacción laboral. Se comentan estos resultados considerando sus implicaciones para la práctica de la gestión de recursos humanos en los sectores no relacionados con el juego.

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#### Palabras clave:

Satisfacción laboral

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Macau is one of the famous gaming cities in Asia, and its gross gaming revenue has exceeded Las Vegas Strip's since 2011 (Macau Gaming Inspection & Coordination Bureau, 2015), what made it to be named "the Asian Las Vegas" and became the representative gaming city in the world. Until 2016, there were 36 casinos owned by six different concessions, namely, Sociedade de Jogos de Macau, Wynn Resorts, Galaxy Casino, Venetian, MGM Grand Paradise, and Melco Crown (Macau Gaming Inspection & Coordination Bureau, 2016).

The rapid changes in organizational development in the gaming industry in Macau led to various studies focused on casino employees' topics like job satisfaction (Gu & Siu, 2009), burnout, turnover intention (Taormina & Kuok, 2009), or organizational commitment (Kuok & Taormina, 2015). However, the study of development of management and employees in non-gaming industries in this gaming city is missing.

According to Macau Statistics and Census Service (2015a), about one quarter of the working population was occupied in the gaming industry. It is very critical for the society, the politicians, and the human resource management to have a clear picture of the other three quarters of non-gaming working population in a casino dominated economy. As Silverthorne (2004) claimed that the organizations operate in a very competitive global environment in nowadays Chinese business setting, there were not only casinos in Macau, but also a lot of companies started and extended their business to other industries at Macau, so there were a lot of job opportunities for the citizens in Macau to work in the organizations with different cultures. In addition, people working in casinos earned a salary of nearly double compared to those working in other industries (Luk, Chan, Cheong, & Ko, 2010), and workers in casinos had a high value of money and continuance commitment, i.e., a strong sense of "have to" stay in casinos (Kuok & Taormina, 2015). However, unlike people working in casinos, workers in non-gaming industries (except the public sector) are less likely to be well paid, thus, it is extremely important to know whether workers want to stay in their organizations, which were not from the gaming industry, as well as whether they are satisfied in their workplaces, which were not offered from casinos, as it might increase the intention to leave their current organizations.

Moreover, another objective of this study is to identify factors influencing employee's affective commitment and work satisfaction. Although there are very limited studies of employees and management in non-gaming industries, there are some relevant studies conducted by the government, like the study of job turnover rate in the general working population – job turnover rate has been gradually increasing from 9.5% to 12.1% (Macau Statistics & Census Service, 2015b), i.e., for every eight employees, one changed jobs. Nonetheless, in Taormina and Kuok's (2009) study about turnover intention of casino workers in Macau, the result showed that their turnover intention was very low, which contradicted statistics about job turnover rate in the overall working population. It might suggest that there was a possibility of workers changing jobs frequently in the non-gaming industries.

Furthermore, Macau Statistics and Census Service (2015b) also confirmed that the reason of getting better salary for changing jobs has been significantly decreasing, while dissatisfaction at work became a significant reason for changing jobs. Therefore, it is critical for the society and human resource management in non-gaming industries to learn about worker's affective commitment and work satisfaction in nowadays situation at Macau in order to understand what factors influence work satisfaction and commitment.

## Work Satisfaction

According to Locke (1969), job satisfaction is the "pleasurable emotional state resulting from the appraisal of one's job as

achieving or facilitating one's job values" (p. 316). If employees had higher satisfaction, they performed better and had lower turnover intention in both Chinese and Western societies (Cai & Zhou, 2009; Pitts, 2009).

In addition, Smith, Kendall, and Hulin (1969) identified that there were five aspects of job satisfaction, i.e., pay, promotion, coworkers, supervisors, and the work itself. In this study, only employees' satisfaction with the work itself was selected because the research focused on the employees' satisfaction about their jobs, which were not offered by the gaming industry. Thus, work satisfaction in this study referred to job satisfaction at work only.

## Affective Organizational Commitment

In Allen and Meyer's (1990) construct validation study on commitment it was specified that there are three facets of commitment – affective, continuance, and normative. Affective commitment reflects employees' emotional attachment to the organization, i.e., they *want to* stay in the organization. Continuance commitment reflects employees' motivation to remain with an organization because they feel that they *have to*. Normative commitment indicates a sense of moral obligation in which employees remain with an organization because they feel they *ought to*. In this study, it mainly focuses on whether employees want to stay in the organization in non-gaming industries (excluding the public sector). Kuok and Taormina (2015) discovered workers in casinos were well paid so they have to stay, but they actually do not want to stay in casinos. On the other hand, workers in non-gaming industries were less likely to be paid well than workers in casinos, so it is much more critical for the management in non-gaming industries to understand whether their employees "want to" rather than "have to" stay in the current organizations.

Rousseau's (1997) study showed that changes in the psychological contract between employers and employees have resulted in decreased employee commitment to their organizations. Furthermore, the rapid (upwards) changes in organization development lead to low unemployment rate, like Macau, whose economy have expanded rapidly due to the end of the monopoly of license for operating casinos since 2002. Until 2015, the unemployment rate was 1.8% (Macau Statistics & Census Service, 2015b), which was much lower than what Sharma (1997) suggested – there was difficulty for the employers to recruit and retain qualified workers when the unemployment rate is lower than 3% in a city.

In addition, job changing rate in Macau has been increasing since 2006 (Macau Statistics & Census Service, 2015b), further suggesting the difficulty for organizations in Macau in selection, recruitment, and retention. Therefore, affective commitment is a critical organizational variable that can help clarify the impact of organizational development in Macau, that is, whether the employees really want to stay in their current organization.

Moreover, a report from Macau Statistics and Census Service (2015b) pointed out that Macau workers among all industries changed their job due to dissatisfaction at work, suggesting that there is dissatisfaction at work for both gaming and non-gaming industries. Interestingly, a study on gambling attitudes of Chinese residents working in places related to gaming (Taormina, 2009) somehow contradicts the norms of Chinese culture, i.e., the Chinese culture does not advocate them to work in casinos. Thus, according to the Chinese culture, people tend to be willing to stay in the companies in non-gaming industries. On the other hand, casino workers were found to have low affective commitment (Kuok & Taormina, 2015), that may reveal workers in non-gaming industries are more likely to want to stay in their current organizations than those in the gaming industry. Thus, H1: affective

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