The Emotional Impact of Casino Servicescape

Hei-Lim (Michael) Lio
Raymond Rody

Abstract

This study investigates the emotional impact of casino servicescape among Chinese table games gambling participants, and its impact on their approach/avoidance behavior. Data on casino servicescape, pleasure, arousal and dominance emotion (PAD) and approach/avoidance responses were obtained from 158 Chinese gamblers in Macau and analyzed using path analysis. The results of this study suggest that aesthetic factors within servicescape significantly influence the customers' perception of the overall servicescape quality. While gambling facilitating factors within servicescape have significant impact on PAD emotions, they are not significant components of the perceived overall servicescape quality. Both overall servicescape quality and PAD emotions have significant positive influence on approach responses. The current study shows that besides inducing pleasure (satisfaction) emotion in customers, a successful strategy would include arousal and dominance emotions when designing and managing the casino servicescape. Casino operators could benefit from designing facilities that can make a customer feel satisfied, excited, and in control.

Keywords: Atmospherics, servicescape, casino gaming, Chinese gambler, Macau

The service environment has become an increasingly important positioning tool and an integral component of a company's image. Since Kotler (1973) called for further research on the effect of servicescape on customers, the topic has been broadly researched in different service contexts and its importance has been widely recognized (e.g. Mayer & Johnson, 2003; Turley & Milliman, 2000; Wakefield & Blodgett, 1996; Donovan & Rossiter, 1982).

Servicescape includes all controllable physical elements that influence employee and customer actions (Bitner 1992). However, service environment research in leisure settings, particularly in casinos, remains limited. The extant casino literature either focuses on identifying casino atmospherics elements (Johnson, Mayer, & Champaner, 2004; Mayer & Johnson, 2003), the relationship between servicescape and customer satisfaction (Lucas, 2003; Mayer, Johnson, Hu, & Chen, 1998), or the impact of ambient factors on gambling behaviors (Dixon, Trigg & Griffiths, 2007; Marmrek, Finlay & Londerville, 2007). Since Mehrabian and Russell's (1974) seminal study on the emotional context of servicescape, numerous studies (e.g. Foxall & Greenlay, 1999; Donovan & Rossiter, 1982) have found support for the mediating role of emotion responses on consumer behavior. Despite the apparent importance of the emotional impact of servicescape, there remains limited empirical research addressing this in casino settings.

Shortly after Macau's government restructured Macau's gambling industry from a monopoly into an oligopoly in 2002, Macau evolved into the gambling capital of Asia. In 2007, the gross gaming revenue in Macau surpassed that of Las Vegas (American Gaming Association, 2008; Macau Gaming Inspection and Coordination Bureau, 2008). The casino patrons are predominately ethnic Chinese from Mainland China, Hong Kong, Macau or Taiwan. In devices, not positions, slot machines outnumber the gaming tables

Hei-Lim (Michael) Lio
Lecturer
School of Management, Leadership and Governance
Macau Inter-University Institute
Rua de Londres 16
Macau SAR, China
Tel: +853 8796 4422
Fax: +853 2872 5517
Email: michael.lio@iium.edu.mo

Raymond Rody
Dean of Faculty of Commerce
Macau Millennium College
Alameda Dr. Carlos D'Assumpcao No. 255
China Civil Plaza, 8º Andar
Macau SAR, China
Tel: +853 6685 3554
Fax: +853 2878 8246
Email: rayrody@yahoo.com

3 to 1, but revenue from slot machines accounted for only 4.3% of the overall gaming revenue and 12.8% of the mass-market gaming revenue in 2007; Chinese gambling participants clearly show a preference for table games over slot machines (Macau Gaming Inspection and Coordination Bureau, 2008; Lam, 2005). The extant casino servicescape literature has focused on slot players in a Western context (Johnson, Mayer, & Champaner, 2004; Lucas, 2003; Mayer & Johnson, 2003; Friedman, 2000; Mayer et al, 1998; Wakefield & Blodgett, 1996). The current study seeks to address the gap in the literature discussed above by investigating the emotional impact of casino servicescape among Chinese table games gambling participants, and its impact on their approach/ avoidance behavior.

Literature Review

Mehrabian and Russell (1974) proposed a theoretical model in which the service environment stimulates the customer's emotions and thereby influences the behavioral intentions. The model posits that the emotional context of the servicescape can be captured by measuring the emotions of pleasure, arousal and dominance (PAD). In the PAD model, customer pleasure stems from happiness and/or satisfaction; arousal is derived from excitement based on environmental stimuli, and dominance the product of environmental control. In the casino context, this is related to whether the customer feels they can win by 'beating the house'. Dominance emotion has been found not to have a significance impact on customer behavior (Donovan & Rossiter, 1982). However, Chinese gamblers generally prefer table games over slot machines due to the player's increased sense of control (Lam, 2005); therefore dominance emotion might be critical in the casino context in Macau.

Since the introduction of the concept of atmospherics, a considerable amount of research has been conducted to investigate the customer's responses to servicescape. Kotler (1973) describes atmospherics as an environment consciously designed to induce emotional effects which will influence the customer's purchase behavior. Bitner (1992, p.65) defines servicescape as "all of the objective physical factors that can be controlled by the firm to enhance (or constrain) employee and customer actions".

Servicescape is composed of layout, spaciousness, organization, cleanliness and attractiveness.

Servicescape elements are an integral part of the service encounter because they provide customer cues for evaluating service delivery (Baker, 1987; Bitner, 1992). Kotler (1973) argues that since each market or service context is made of different customers with different needs and preferences, there is no one set of servicescape components for all industries. He further contends that the servicescape components for each market are determined by the target customer's needs, desirable emotional reactions, and alternatives based on competitive offerings. Kotler (1973) states that atmospherics is described in sensory terms which include visual, aural, olfactory and tactile. Subsequent studies have advanced the understanding of servicescape components. For examples, Westbrook (1981) stated the servicescape is composed of layout, spaciousness, organization, cleanliness and attractiveness; Booms and Bitner's (1982) study supports the use of architecture, lighting, temperature, furnishings, layout and color; Bitner (1992) recommends the topology of ambient conditions, spatial layout and functionality, and signs, symbols and artifacts; Johnson et al. (2004) used the components of theme & décor, floor layout, ceiling height, employee uniforms and noise level.

A limitation of the above component classifications is that they do not integrate social elements within the service environment. Baker (1987) proposes the categorization of the application of ambient factors, design factors and social factors. Social factors consist of number, appearance and behavior of the people in the environment. Tombs and McColl-Kennedy (2003) argue that customers respond to other customers' displayed

emotions in the social servicescape. In this study, servicescape refers to the categorization of factors proposed by Baker (1997). This definition encompasses the ambient conditions, design, physical artifacts and the participants within the casino service environment; but excludes the service operations that take place.

Baker (1987) further argued that design factors can be classified as either aesthetic or functional. In general, aesthetic factors refer to the elements which customers use to evaluate the service environment, while functional factors facilitate the customer's behaviors. In the boarder perspective of organizing the servicescape components, the aesthetic and function classification is particularly relevant for the current study because gamblers participate in casino gambling for pleasure and excitement (Titz et al., 2001); thus, it is important to separate the components that directly facilitate the gambling behaviors and those which only influence the customers' evaluation of the service environment.

Aesthetic factors are the servicescape components which would influence the customers' perception of the overall servicescape quality. In the casino context, Lucas (2003) found that ambient factors, layout navigation, seating comfort, interior décor and cleanliness are significant in influencing satisfaction with servicescape. Similarly, Johnson et al. (2004) found that theme (related to interior décor), employee uniforms (related to cleanliness) and noise level are significant components, while floor layout and ceiling height are not. Thus, it is hypothesized that:

H1: Seating comfort is positively associated with the perceived overall servicescape quality.

H2: Cleanliness is positively associated with the perceived overall servicescape quality.

H3: Attractiveness of the casino's interior decoration is positively associated with the perceived overall servicescape quality.

Functional or facilitating factors are the servicescape components that directly influence the customers' emotion in their gambling participation. This study classifies ambient factors, social factors and casino layout as facilitating factors. Various studies support the contention that ambient factors are critical to emotional responses. For instance, Dixon et al. (2007) discovered that music tempo is related to the rate of betting; Dubé and Morin (2001) found that background music influences pleasure intensity levels in the service environment; Bellizzi and Hite (1992) demonstrated that color can be used to stimulate purchase behaviors; Küller et al. (2006) research indicates that a light either too dark or too bright tends to have a negative impact on mood; Spangenberg, Crowley, and Henderson (1996) purport that scent can increase the enjoyment of remaining in a store.

As previously mentioned, Casino layouts may effect the dominance emotion due to a Chinese gambler's desire for control (Lam 2005). When a person enters a new environment, orientation is a critical aspect of their sense of control (Werner 1985). Sight lines, signage and ease of navigation can help customers orient themselves (Dabholkar, Thorpe, Rentz, 1996; Wakefield & Blodgett, 1994). If the layout is cluttered with too many slot machines or table games, the line of sight will be blocked. This makes it difficult to navigate, creating a sense of over-crowdedness and a feeling of losing control. Aubert-Gamet (1997) stated that social factors can enhance the service experience. Therefore, it is expected that:

H4: Gambling facilitating factors are positively associated with the customers' PAD emotions.

As the facilitating factors are drawn from servicescape components, those components influence the customers' evaluation of the overall servicescape quality (Johnson et al., 2004; Lucas, 2003; Aubert-Gamet, 1997). Thus, it is hypothesized that the facilitating factors would affect the perceived servicescape quality and in turn the evaluation of the overall servicescape quality would impact PAD emotions.

H5: Gambling facilitating factors are positively associated with perceived overall servicescape quality.

H6: Perceived overall quality of the servicescape is positively associated with customers' PAD emotions.

The Mehrabian and Russell model (1974) also postulates that the level of emotional stimulation customers receive from the servicescape will determine either an approach or avoidance response. Approach responses comprise positive behaviors such as the desire to stay, explore and affiliate. Conversely, avoidance responses are the opposite of approach responses. Casino gamblers participate in gambling for pleasure and excitement (Titz et al., 2001), and the level of arousal is associated with loyalty to the service provider as well as the ability to remain in a highly stimulating environment (Donovan & Rossiter, 1982). Extant literature also supports that overall servicescape quality affects approach/avoidance responses (Lucas, 2003; Wakefield & Blodgett, 1996). Therefore, it is postulated that:

The level of emotional stimulation customers receive from the servicescape will determine either an approach or avoidance response.

$H7_a$: Perceived overall servicescape quality is positively associated with approach/avoidance responses to the service environment.

$H7_b$: Gambling facilitating factors are positively associated with approach/avoidance responses to the service environment.

Methodology

A structured questionnaire consisting of two sections was developed based on previous gaming literature. The first section explored the respondents' perceived gaming experience using a 7-point Likert scale. Six dimensions, namely seating comfort, cleanliness, interior attractiveness, gambling facilitating factors, perceived overall quality and gambling experience, were developed based on findings from previous studies (Lucas, 2003; Wakefield & Blodgett, 1996) and local expert panel recommendations.

The last section gathered the respondents' socio-demographic data such as gender, age, and place of residence. Visit characteristics such as visit frequency, gambling amount and gambling outcome were also collected.

As the target population was Chinese table games gambling participants, the questionnaire was first developed in English and then translated into Chinese. The Chinese version was then back translated by a second translator to ensure accuracy. A pilot test was conducted with a group of Chinese gamblers to ensure clarity of instruction and question wordings.

The data were collected at a casino in Macau SAR. The casino is ranked among the top three in regards to the mass-market market share. A total of 270 Chinese gamblers were approached as they left the casino, of which 181 (67.0%) fit the research criteria, responded, and completed the questionnaire. Convenience sampling procedure was employed to minimize potential disruptions. After eliminating invalid responses, 158 completed questionnaires were used for the analysis.

FINDINGS

Most of the respondents were male (65.8%) and most were in the age groups of 36-45 years old (37.3%) and 26-35 years old (31.0%), while 48.7% of the respondents were from Mainland China and 38.6% were from Hong Kong. The remaining respondents were from Macau (8.2%) and from Taiwan (2.5%). Table 1 summarizes the demographic profile of the respondents.

Table 1. Demographic profile (n = 158)

Characteristics	Categories	Frequency	(%)
Gender	Male	104	65.8%
	Female	54	34.2%
Age	18 - 25	13	8.9%
	26 - 35	77	31.0%
	36 - 45	59	37.3%
	46 - 55	22	13.9%
	56 and up	14	8.9%
Place of residence	Mainland China	77	48.7%
	Hong Kong	61	38.6%
	Macau	13	8.2%
	Taiwan	4	2.5%
	Others	3	1.9%

Table 2 shows that the majority of respondents (81.0%) were revisiting patrons; 46.2% of the respondents reported that they have visited this casino 2 to 4 times. Regarding gambling amount during this visit, the largest group spent *MOP1,000 or below (35.4%), followed closely by MOP1,001 – 3,000 (30.4%), while 8.2% belong to the above MOP10,000 group. Most respondents (50.6%) broke-even in their betting at the end of this visit, while 34.8% won and 14.6% lost money. These percentage breakdowns are surprising , since casinos always possess a minimum house advantage ranging from 1% to 10%, by underpaying on bets (Taucer & Easley 2003), that is, offering house odds instead of true odds. No one has ever discovered a means of beating the house via a betting system (Kilby & Fox 1998), other than counting cards which is not possible in Macau since 100% of the blackjack tables use automatic reshuffling shoes. Therefore, the statistical outcomes indicate that some of these respondents misrepresented their gaming outcomes and/or a significant number of gaming losers refused to complete the survey.

Table 2. Visit characteristics (n = 158)

Characteristics	Categories	Frequency	(%)
Gambling amount during this visit	*MOP1,000 or below	56	35.4%
	MOP1,001 to 3,000	48	30.4%
	MOP3,001 to 6,000	22	13.9%
	MOP6,001 to 10,000	19	12.0%
	Above MOP10,000	13	8.2%
Number of visits tho this casino	1st time	30	19.0%
	2-4 times	73	46.2%
	5-7 times	30	19.0%
	8-10 times	15	9.5%
	Over 10 times	10	6.3%
Gaming outcome for this visit	Lost	23	14.6%
	Broke-even	80	50.6%
	Won	55	34.8%

**USD 1.00 = MOP8.01*

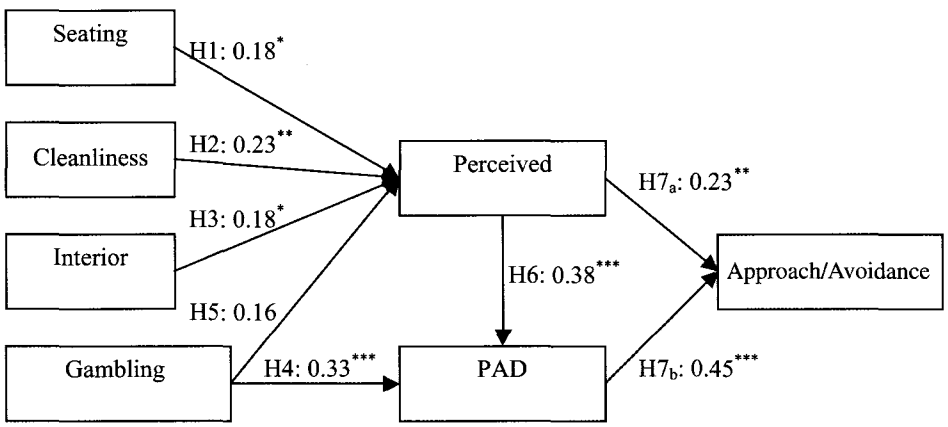
Cronbach's alpha was determined for all the variables to test for internal consistency. Results summarized in Table 3 show that the alpha coefficients ranged from 0.71 to 0.74. The values are all higher than the 0.70 recommended value for accepting the reliability test for exploratory studies (Nunnally & Bernstein, 1994).

Table 3. Descriptive statistics and Cronbach's alpha coefficients (n = 158)

Variables	No. of Items	Mean	S.D.	Cronbach's ∞
Seating comfort	3	5.01	1.08	0.74
Cleanliness	4	5.16	0.85	0.71
Interior decoration	3	5.21	0.97	0.74
Gambling facilitators	10	5.05	0.63	0.72
Servicescape overall quality	3	4.98	0.78	0.71
PAD emotions	4	4.62	0.94	0.74
Approach/avoidance responses	2	4.16	1.32	0.71

The model of relationships among seating comfort, cleanliness, interior decoration, gambling facilitating factors, perceived servicescape overall quality, PAD emotions and approach/avoidance responses were assessed by path analysis using the Amos 7.0 software package. The model has a significant chi-square statistic (χ^2=8.55, *df*=7, p<0.29). The GFI and AGFI for the individual model was 0.99 and 0.94 respectively. The CFI was 0.99, NFI was 0.98 and RMSEA was 0.04. All six fit measures indicate a good model fit (Schumacker & Lomax, 2004; Browne & Cudeck, 1993) and show that the sample data fit the hypothesized model well.

Figure 1. Path analysis result



* Path coefficient significant at p <0.05.
** Path coefficient significant at p <0.01.
*** Path coefficient significant at p <0.001.

Figure 1 shows the path analysis results for the specified model. The path coefficients show that seating comfort is positively associated with the perceived overall quality ($r=0.18$, $p<0.05$), cleanliness is positively associated with the perceived overall quality ($r=0.23$, $p<0.001$) and interior decoration is positively associated with the perceived overall quality ($r=0.18$, $p<0.05$), thus providing support for H1, H2 and H3. Since the p value of the path coefficient between gambling facilitating factors and perceived overall quality exceeds 0.05, H5 is not supported. The data supports H4 & H6 which predict gambling facilitating factors and perceived overall quality are positively associated with emotional states of gambling ($r=0.33$, $p<0.001$ and $r=0.38$, $p<0.001$). Finally, the path coefficients indicate perceived overall quality and emotional states are positively associated with the approach/avoidance responses ($r=0.23$, $p<0.01$, $r=0.45$, $p<0.001$), thus supporting H7. Overall, the results provide statistical support for seven of the eight hypothesized relationships.

Discussions and Implications

Two major findings emerged from this study; both extend our knowledge concerning the emotional impact of servicescape in the casino context. First, the path analysis supports the theoretical model presented in this study, further supporting the stimulus-organism-response model forwarded by Mehrabian and Russell (1974). The data analysis shows that the findings for the aesthetic factors are consistent with Lucas's (2003) study; namely that seating comfort, cleanliness and interior decoration significantly influence the customers' perception of the overall servicescape quality.

The second finding of interest demonstrates that while gambling facilitating factors, which consist of the ambient factors, social factors and casino layout, have significant impact on PAD emotions, they are not a significant component of the perceived overall servicescape quality. This contradicts previous research findings, where they were found to be significant determinants (Johnson et al., 2004; Lucas, 2003; Aubert-Gamet, 1997). One possible explanation is that those factors usually exist on a subconscious level and therefore customer awareness of them is low (Aubert-Gamet, 1997). Thus, they might not offer a significant contribution when they were asked to make a conscious rating of the service environment. An alternative explanation is cross-cultural differences. While this study was conducted in Macau, SAR China, all prior research indicating a direct relationship between gaming facilitating factors and perceived service quality was conducted in western cultures (Johnson et al., 2004; Lucas, 2003). High levels of servicescape are still a new phenomenon in China and thus, although appreciated, are not necessarily expected. In the west, high levels of servicescape have been the norm for decades and are thus expected as well as more likely to directly affect one's view of perceived service quality. This study indicates that the ability to manage factors that influence a customer's emotion can prolong gaming engagements. The data from this study also demonstrates that positive PAD emotions lead to approach behaviors (rather than avoidance). Previous studies (Lucas, 2003; Mayer et al., 1998) have concentrated on advocating managing servicescape factors that enhance customer satisfaction. However, feeling satisfied is just a component of the pleasure emotion (Mehrabian and Russell, 1974). The current study shows that besides inducing the pleasure emotion in customers, it is also important to include arousal and dominance emotions when designing and managing the casino servicescape. It is important for casino operators to design facilities that can make a customer feel satisfied, excited, and in control. Casino operators might try to enhance excitement and a sense of control by adjusting the level of crowdedness through floor layout and segmented space (Friedman 2000).

Besides inducing the pleasure emotion in customers, it is also important to include arousal and dominance emotions when designing and managing the casino servicescape.

Limitations and Future Studies

As with any exploratory study, several limitations should be recognized. One of the limitations of this study is the relatively small sample size and the use of convenience sampling. The chosen sample included only ethnic Chinese gamblers from one casino in Macau. Therefore, the results might not be representative across other casinos or other gaming jurisdictions. Additionally, as noted in the visit characteristics section, most of the respondents were repeat patrons and also reported that they either broke-even or won in their betting during this visit, which might lead to a positive bias.

The study did not distinguish the mass market Chinese gamblers by their place of residence. Due to cultural and historical background, Chinese from Hong Kong and Macau might differ from their Mainland China and Taiwan counterparts in their preferences. As the current study focuses on table game players, factors involved might be different for slot players. Last, the current study only explored the effects on the experiential components (pleasure, arousal and dominance emotion) of gambling as a whole and the approach/avoidance responses. Therefore, future studies should expand the investigation to the impact of servicescape on individual PAD emotions as well as examine the subcomponents of the gambling facilitating factors impact on duration of stay and gambling amounts. Another future improvement would be to collect a larger sample size from multiple casinos and from different player types to improve the generalizability of the findings.

References

American Gaming Association. (2008). *Top 20 U.S. casino markets by annual revenue.* Retrieved July, 2008 from http://www.americangaming.org/Industry/factsheets/statistics_detail.cfv?id4

Aubert-Gamet, V. (1997). Twisting servicescapes: Diversion of the physical environment in a re-appropriation process. *International Journal of Service Industry Management, 8*(1), 26-41.

Baker, J. (1987). The role of the environment in marketing services: The consumer perspective. In Cepeil, J., Congram, C. & Shanahan, J. (Eds.), *The services challenge: Integrating for competitive advantage* (pp. 79-84). Chicago: American Marketing Association.

Bellizzi, J. A., & Hite, R. E. (1992). Environment color, consumer feelings, and purchase likelihood. *Psychology and Marketing, 9*(5), 347-363.

Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *Journal of Marketing, 56,* 57-71.

Booms, B. H., & Bitner, M. J. (1982). Marketing services by managing the environment. *Cornell Hotel & Restaurant Administration Quarterly, 23*(May), 35-39.

Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. In Bollen, K.A. & Long, J. S. (Eds.) *Testing structural equation models* (pp. 136-162). Newbury Park, CA: Sage.

Dabholkar, P. A., Thorpe, D. I., & Rentz, J. O. (1996) A measure of service quality for retail stores: Scale development and validation. *Journal of the Academy of Marketing Science, 24*(1), 3-16.

Dixon, L., Trigg, R., & Griffiths, M. (2007). An empirical investigation of music and gambling behaviour. *International Gambling Studies, 7*(3), 315-326.

Donovan, R. J., & Rossiter, J. R., (1982) Store atmosphere: An environmental psychology approach. *Journal of Retailing, 58*(Spring), 34-57.

Dubé, L., & Morin, S. (2001). Background music pleasure and store evaluation intensity effects and psychological mechanisms. *Journal of Business Research, 54*(2), 107– 113.

Foxall, G., & Greenlay, E. (1999). Consumers' emotional responses to service environments. *Journal of Business Research, 46*(2), 149–158.

Friedman, B. (2000). *Designing casinos to dominate the competition: The Friedman international standards of casino design.* Reno: Institute for the Study of Gambling and Commercial Gaming.

Johnson, L., Mayer, K., & Champaner, E. (2004). Casino atmospherics from a customer's perspective: A re-examination. *UNLV Gaming Research & Review Journal, 8*(2), 1-10.

Kilby, J., & Fox, J. (1998). *Casino operations management.* New York: John Wiley & Sons, Inc.

Kotler, P. (1973). Atmospherics as a marketing tool. *Journal of Retailing, 49*(4), 48-64.

Küller, R., Ballal, S. Laike, T., Mikellides, B., & Tonello, G. (2006). The impact of light and colour on psychological mood: A cross-cultural study of indoor work environments. *Ergonomics, 49*(14), 1496-1507.

Lam, D. (2005). Slot or table? A Chinese perspective. *UNLV Gaming Research & Review Journal, 9*(2), 69-72.

Lucas, A. F. (2003). The determinants and effects of slot servicescape satisfaction in a Las Vegas hotel casino. *UNLV Gaming Research & Review Journal, 7*(1), 1-19.

Macau Gaming Inspection and Coordination Bureau. (2008). *Statistics (2007).* Retrieved July, 2008 from http://www.dicj.gov.mo/EN/Estat/DadosEstat/2008/estat.htm#n1

Mayer, K., & Johnson, L. (2003). A customer- based assessment of casino atmospherics. *UNLV Gaming Research & Review Journal, 7*(1), 21-31.

Mayer, K., Johnson, L., Hu, C., & Chen, S. (1998). Gaming customer satisfaction: An exploratory study. *Journal of Travel Research, 7*(Fall), 178-183.

Marmurek, H. H. C., Finlay, K., Kanetkar, V., & Londerville, J. (2007). The influence of music on estimates of at-risk gambling intentions: An analysis by casino design. *International Gambling Studies, 7*(1), 113-122.

Mehrabian, A., & Russell, J. A. (1974). The basic emotional impact of environments. *Perceptual and Motor Skills, 38*, 283–301.

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw-Hill.

Schumacker, R. E., & Lomax R. G. (1996). *A beginner's guide to structural equation modeling.* Hillsdale, NJ: Erlbaum.

Spangenberg, E. R., Crowley, A. E., & Henderson, P. W. (1996). Improving the store environment: Do olfactory cues affect evaluations and behaviors? *Journal of Marketing, 60*(April), 67-80.

Taucer, V., & Easley, S. (2003). *Table games management.* Las Vegas, NV: Casino Creations.

Titz, K., Andrus, D., & Miller, J. (2001). Hedonistic differences between mechanical game players and table game players: An exploratory investigation on the road to a comprehensive theory for gambling. *UNLV Gaming Research & Review Journal, 6*(1), 23-32.

Tombs, A., & McColl-Kennedy, J. R. (2003) Social-servicescape conceptual model. *Marketing Theory, 3*(4), 447–475.

Turley, L. W., & Milliman R. E. (2000). Atmospheric effects on shopping behavior: a review of the experimental evidence. *Journal of Business Research, 49*(2), 193-211.

Wakefield, K. L., & Blodgett, J. G. (1994). The importance of servicescapes in leisure service settings. *Journal of Services Marketing, 5*(3), 66-76.

Wakefield, K. L., & Blodgett, J. G. (1996). The effect of servicescape on customers' behavioral intentions in leisure service settings. *Journal of Services Marketing, 10*(6), 45-61.

Wener, R. E. (1985). The environmental psychology of service encounters. In Czepiel, J., Solomon, M., & Suprenant, C. (Eds.). *The service encounter* (pp. 101-112). Lexington, MA: Lexington Books.

Westbrook, R. A. (1981). Sources of consumer satisfaction with retail outlets. *Journal of Retailing, 57*(3), 68-85.

Article submitted: 11/10/08
Sent to peer review: 12/17/08
Reviewer comments sent to author: 2/20/09
Author's revised version received: 3/13/09
Accepted for publication: 4/29/09