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AN OBSERVATIONAL TOOL FOR MEASURING THE DEALER'S

EMOTIONAL LABOR IN A CASINO

by

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Abstract

**An Observational Tool for Measuring the Dealer's
Emotional Labor in a Casino**

by

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The hotel industry has been interested in friendliness as a means of improving the

relationships with customers. Upon how to operationally measure the employee's

friendliness, emerging studies have mentioned emotional labor at work. This study

developed an observational tool for measuring the dealer's emotional labor in a casino by

observing the smiling, eye contact, collecting in a gentle manner, greeting, thanking, and

apologizing.

Table of Contents

AN OBSERVATIONAL TOOL FOR MEASURING THE DEALER'S
EMOTIONAL LABOR IN A CASINO

PART ONE

Introduction

The hotel industry has been interested in friendliness as a means of improving the

relationships with customers. Numerous studies have mentioned the benefits of

delivering friendly experiences to customers (Butcher & Heffernan, 2006; Grandey, Fisk,

Mattila, Jansen, & Sideman, 2005; Mattila & Enz, 2002; Pugh, 2001; Tsai & Huang,

2002). Upon how to operationally measure the employee's friendliness, emerging studies

have mentioned emotional labor at work. "Emotional labor" is defined by Ashforth and

Humphery (1993) as the employee's "act of expressing socially desired emotions during

service transactions" (p. 88-89). Past research has found that the delivery of emotional

labor relates to the mixture of facial expressions (i.e. smiling and eye contact) and spoken

words (i.e. greeting, thanking and tone of voice) (Rafaeli & Sutton, 1987) and emotional

labor can be measured by observing those factors.

The measurement of emotional labor is important because many studies have

concluded that employee friendliness brings monetary returns (Tidd & Lockard, 1978),

higher customer satisfaction (Brown & Sulzer-Azaroff, 1994; Sutton & Rafaeli, 1988;

Westbrook & Oliver, 1991), positive behavioral intentions (Tsai, 2001; Tsai & Huang,

2002), time spent in store (Tsai & Huang, 2002) and better evaluation on service quality

(Pugh, 2001). Though such studies empirically proved that employee friendliness

improves the organizational outcome, no such practice has been embraced by the casino

industry upon training dealers, nor has any research been done in this area.

Purpose

The purpose of this paper is to develop an observational tool for measuring the dealer's emotional labor in a casino.

Justification

The development of the tool to measure dealer's emotional labor is important because customer satisfaction and behavior intentions have both academic and practical implications for improving the company performance (Homburg & Koschate, 2001; Zeithaml, Berry, & Parasuraman, 1996). Emotional labor has been shown to have an effect on those factors (Mattila & Enz, 2002; Sutton & Rafaeli, 1988; Tsai, 2001; Tsai & Huang, 2002). By using this tool, practitioners can evaluate and train dealers and scholars to use it as an independent variable in measuring customer reactions.

PART TWO

Introduction

This section will discuss the background of the casino industry and the crucial roles of emotional labor and its precedents justified by previous literatures. This is important because, in order to develop an effective tool to measure a dealer's friendliness, it is critical to understand what components of the emotional labor affect the casino industry and how those outcomes will benefit the organizations. The classification of the emotional labor components that will affect the service in table games will be discussed.

Emotional Labor

Many studies have recognized the importance of emotional labor (Ashforth & Humphrey, 1993; Grandey et al., 2005; Hochschild, 1979; Hochschild, 1983; Morris & Feldman, 1996; Tsai, 2001; Tsai & Huang, 2002). Ashforth and Humphrey (1993) define "emotional labor" as the employee's "act of expressing socially desired emotions during service transactions" (p. 88-89). As the socially desired emotion does not always interact with the service provider's actual emotions, some sort of labor is required. This argument slightly differs from Hochschild's (1983) concept which proposed that real emotions need to be managed when creating public displays. According to Hochschild (1983), less labor is required for showing a positive display when socially desired emotions and the actual emotions coincide; however, more labor will be required when they do not.

In this study, Ashforth and Humphrey's concept (1993) will be used where real displays of emotion (i.e. authenticity displays) are not required in service transactions.

4

They stated that "Deep acting," where employees are managed to control their inner feeling when showing authentic displays, is not a necessity when the employees are trained to show positive behavior.

Emotional Display Rules

Another concept subsequent to emotional labor is the emotional display rule. Emotional display rule is defined as the set standards of showing appropriate emotional expressions on the job (Rafaeli & Sutton, 1987). In other words, it is the rule of emotional labor. These standards are used for organizations to train employees how to express positive emotions and how not to express negative ones. Unfortunately, not all organizations have these rules. While some have vague mission statements, most of them rely on the individual employee to communicate social norms on emotional displays (Zapf, 2002).

Sallaz (2002), states that some casinos do describe organizational standards in their employee handbook for blackjack dealers, but these are limited to verbal expressions such as, greeting each player with a friendly "hello," introducing themselves and saying "thank you" when the player leaves the table. The non-verbal expressions were unclear about what not to do, such as to never display body language. Therefore, this study will establish emotional display rules for the casino industry, in order to ambiguity in emotional displays.

Emotional Display Autonomy

As service labor can be different from other sources of labor in that there no tangible resources are involved, the product of every service can be different. Hochschild (1983) states that service labor offers more autonomy than do others because the product

involves emotions and interaction by the individual laborer. However, as each organization had its own policies on how much autonomy they give their service worker, the emotional display rule varies. Some organizations have strict rules on what comment should be made when a customer comes in and leaves, while some organizations let the individual employees express themselves.

Job autonomy can reduce emotional dissonance (Abraham, 1998). Emotional dissonance is caused when the organization's required external display clashes with the individual's inner feeling, which leads to job dissatisfaction and emotional exhaustion (Abraham, 1998; Rafaeli & Sutton, 1987). As the individual is limited to a certain set of emotional displays, if his or her feeling does not fit the organizational norm, stress will result. However, this does not mean that organizational display rules should not exist, but rather that standards should be set in an amount that does not leave the individual emotionally exhausted. In fact, even Southwest Airlines, which is famous for encouraging its employees to act informally in front of customers, has rules about organizational display (Humphrey, Pollack, & Hawver, 2008). However, unlike other organizations, Southwest gives its employees greater autonomy to express emotional displays. In addition, because inauthentic displays meditate the relationship between interactive work conditions and employee's stress (Erickson & Wharton, 1997), display rules should exist for the better of both the company and the employee.

Emotional Labor Precedents

Scholars have called for more attention to the relationship between emotional labor and the organizational outcome. There has been little empirical research on the relationship in the service area, and findings have been limited to the encounters in the

6

bank (Ashforth & Humphrey, 1993; Mattila & Enz, 2002; Pugh, 2001). In the hospitality area, some research conducted in the front-desk in a first-class hotel has explored the linkage between emotional labor and its benefits (Mattila & Enz, 2002). Rafaeli and Sutton (1987) found that on the one hand, displays of friendliness are expected in service occupations such as flight attendance and sales clerks. On the other hand, the display of hostility is expected in jobs such as bill collectors and bouncers. Therefore, the objective of this study is to create an observational tool to manage emotional labor of dealers in the casino industry, since the characteristics for this occupation has the features of both the service occupation and the bill collector. The occupation of the dealer carries the characteristics of the service occupation by bringing the casino game to the player. However, also carrying the characteristics of a bill collector, the dealer has to collect the money that the player lost.

   Perceived friendliness. Empirical studies have proven that emotional labor leads to a positive evaluation of service quality (Pugh, 2001; Tsai, 2001) and research has concluded that higher perceived service quality leads to higher organizational outcomes (Cronin Jr, Brady, & Hult, 2000; González, Comesaña, & Brea, 2007; Zeithaml, Berry, & Parasuraman, 1996). When measuring the perceived service quality of the customers, researchers have used the SERVQUAL scale (Parasuraman, Zeithaml, & Berry, 1985) or its refined version. Because friendliness and warmth are SERVQUAL components (i.e. the empathy and assurance dimensions), emotional labor has a positive relationship with the perceived emotional warmth in the service quality dimension.

   However, in Tsai and Huang (2002), emotional labor did not relate to perceived friendliness. Tsai and Huang (2002) two observers recorded sales clerks greeting,

7

thanking, speaking in a rhythmic tone, smiling and establishing eye contact. Results

indicated that the emotional labor did not affect customers' perceived friendliness. They

concluded that emotional labor was only "surface acting" and the counterfeit smile had

an effect on the results. However, Tsai and Huang conducted the experiment in retail

shoe stores. Customers in retail stores are usually more concerned with the actual product

than with the service; in the service industry where there is no tangible product at issue,

emotional labor has been shown to have a positive influence on the perceived friendliness

by the customer (Luong, 2005).

    Customer satisfaction. Brown and Sulzer-Azaroff (1994) measured service

friendliness by observing the rates of greeting and smiling and looking at their customers

during the first three seconds of the service interaction and customer satisfaction by

obtaining feedback. They found that service friendliness has a positive relationship with

customer satisfaction.

    Several studies indicated that emotional labor can influence the customer through

emotional contagion (Hinsz & Tomhave, 1991; Tsai, 2001). According to Hatfield,

Cacioppo, and Rapson (1994), "Emotional contagion" is an individual's tendency to

"mimic and synchronize facial expressions, vocalizations, postures, and movements with

those of another person and consequently to converge emotions"(p. 5). Therefore,

through emotional contagion, emotional labor can be mimicked by customers and put

them into a more emotionally positive state. Consequently, they will feel more satisfied

with the service.

    Cronin and Taylor's study (1992) found that service quality leads to customer

satisfaction, and that customer satisfaction has a significant effect on purchase intention.

They also noted that although service quality has an effect on purchase intentions, the impact has less effect than customer satisfaction. Similarly, Cheng, Lai, and Yeung (2008) have proven that service quality did not have a direct relationship with customer loyalty, which includes purchase intentions and also influences it through customer satisfaction. In other words, perceived service quality is related to purchase intentions with the assistance of customer satisfaction. Therefore, as employee friendliness constitutes an important part of the service quality construct, assuming that the customers value service friendliness, when the customers perceive the employees to be friendlier, they will be more satisfied and likely to have positive behavior intentions.

Customer behavioral intentions. Customer satisfaction has a significant impact on the profitability of the organization. For instance, customer satisfaction has been found to have a positive impact on customer loyalty and repurchase behaviors and a negative impact on complaints (Bolton, 1998; Fornell, 1992). Customer satisfaction was proven to create loyal customers who were spread the positive statement to several others (Zeithaml et al., 1996). Combined with Cronin and Taylor's study (1992) which proposed service quality leads to customer satisfaction and as service quality is the antecedent of customer satisfaction, it could be concluded that emotional labor, a component of service quality, has a positive effect on customer intentions (such as, loyalty, revisit and positive word of mouth).

Olorunniwo, Hsu, and Udo (2006) found that service quality has a direct relationship with customer behavior intentions in the service factory. Although the direct effect of service quality on behavior intentions is significant, the indirect effect, through the process of service satisfaction, had a stronger impact on behavior intentions in the

9

service factory. Therefore, considering that emotional labor is a component of service quality, it may have a strong impact on behavior intentions.

In direct effect, according to Tsai (2001) and Tsai and Huang (2002), emotional labor has an influence on behavior intentions. Specifically, Tsai (2001) has found that emotional labor affects the willingness to return to the store and spread positive word of mouth. Tsai and Huang (2002) also concluded that emotional labor influences the time that customers spend in the store and has an effect on customer behavioral intentions. This is important is because in Zeithaml et al.'s (1996) study, the authors stated that positive behaviors signal that customers are bonding with a company. When customers praise the company, spread positive word of mouth to others and increase repurchase behavior, they are showing that they are bonding with the firm and creating customer loyalty.

Emotional labor in the casino industry. The casino table game profit derives from the difference between revenues and expenses. However, it is extremely hard for the casino to quantify the revenue that the table game creates, mostly because the revenue is produced differently each time the game is dealt. Thus, the casino industry uses the theoretical win to achieve the best indication of the amount realized by the casino. In short, it is the long term revenue that is calculated by the probability of the game. The theoretical win is calculated by multiplying the 'average bet, hours played, the pace of the game and the house advantage. The pace of the game and the house advantage is held constant by the casino and the average bet depends on the customer's budget. Therefore, the customer's time spent on table is one of the main controllable sources of the casino's revenue.

In Tsai and Huang's (2002) study, emotional labor had a direct positive influence on time spent in store. Though customers in retail stores can spend their time without purchasing anything, in table games, the customers have to purchase the game in order to stay at the table. The time, in which the customers allocate their resource in exchange for service, is the same. Therefore, according to Tsai and Huang's (2002) theory, effective emotional labor delivery influences the customer's time spent on the table which in turn, affects the casino's revenue.

Conversely, most casinos train and supervise gaming dealers only on the rules and procedures of the dealt game but rely solely on them to create a friendly and warm relationship with the customer (Bureau of Labor Statistics, U.S. Department of Labor, 2007). Dealers sometimes provide friendliness in order to increase their tips. Tidd and Lockard (1978) revealed that the friendliness of waitresses was positively related to the amount of tips they receive. However, this study was conducted where the service providers individually collected the tips that they have earned; in the casino industry, most of the casinos pool the dealer's tips and distribute them evenly. According to Azar (2005), waiters have the potential to increase service quality in response to their tips, but as there is no individual incentive for a dealer to accumulate monetary returns when pooling tips, it lessens the potential and gives them fewer incentives to show a positive display. For that reason, in order to obtain a positive outcome for casinos, it would be more efficient for management to provide measurement guidelines on providing friendliness rather than to rely on the dealers.

Emotional Labor Components. Sutton and Rafaeli (1988) and Rafaeli (1989) have proposed four criteria as emotional labor components: greeting, thanking, smiling, and

11

establishing eye contact. Much research following the two studies have either added additional criteria or eliminated some depending on the type of service and the service environment. The study of Tsai (2001) added the 'customers to wait awhile' and the 'rhythmic tone of voice' criteria whereas Rafaeli and Sutton (1990) removed the greeting component. In this study, we will use the revised version of the four criteria introduced by Sutton and Rafaeli (1988) and Rafaeli (1989) and add two additional components: collecting in a gentle manner and apologizing.

　　Smiling. Numerous studies have shown the importance of smiling when showing emotional displays (Brown & Sulzer-Azaroff, 1994; Grandey et al., 2005; Hinsz & Tomhave, 1991; Luong, 2005; Mattila & Enz, 2002; Pugh, 2001; Sutton & Rafaeli, 1988). In customer service jobs, "service with a smile" became an occupational display rule (Pugh, 2001; Rafaeli & Sutton, 1987). However, many articles have suggested that the authentic smiles (i.e., felt smiles) have more power than inauthentic smiles (i.e., fake smiles) and their outcomes are different (Ekman, Friesen, & O'Sullivan, 1988; Grandey et al., 2005). Research claims that the service recipient can distinguish authentic smiles from inauthentic smiles and react differently (Frank, Ekman, & Friesen, 1993). However, none of the studies proposed that the inauthentic smiles had a negative impact on the display observers, but only a slightly different positive reaction. Furthermore, as the authentic smiles reflect the inner feeling of the service provider, observation and management can be difficult compared to that of the inauthentic smiles. Therefore, we propose creating an observational tool to measure the outer display that is closest to the authentic smile. Ekman, Davidson, and Friesen (1990) have called an expression in which the corners of the eyebrows to go slightly downwards, wrinkles appear in the

12

corners of the eyes and cheek muscles draw up lip corners, the "Duchenne smile."

According to the study, the 'Duchenne smile' only appears when the person feels

enjoyment, thus making it an authentic smile. Similarly, Tidd and Lockard (1978) have

proposed the term 'maximal smile' which is defined to show "mouth corners turned up to

extensively expose the closed front teeth in a "natural" appearing broad smile" (p. 344).

Though there were no inner emotions involved in this study, the results from the

"maximal smile" on the monetary returns on tips of cocktail waitresses, showed a clear

difference from a "minimal smile" (i.e., with no teeth showing). Combining the two

studies of what constitutes an effective smile, in this study, the observational tool for

smiling is based on the wrinkles of the eye, upper lip movement and the showing of the

upper teeth.

     Eye contact. Eye contact has been discussed in previous studies as a component of

emotional labor (Brown & Sulzer-Azaroff, 1994; Luong, 2005; Mattila & Enz, 2002;

Pugh, 2001; Sutton & Rafaeli, 1988). Though the actual eye contact does not directly

increase the recipient's perceived friendliness, avoiding eye contact can be viewed by the

recipient as an unfriendly gesture (Burgoon & Others, 1990; Sundaram & Webster, 2000).

Eye contact associated with the smile can give the recipient a more positive impression

since the smile shows warmth while the eye contact shows interest (Sundaram & Webster,

2000). However, too much eye contact can be regarded as staring and make a negative

impression (Sundaram & Webster, 2000). In this study, eye contact is measured as

positive when it occurs during verbal communication, as neutral when no eye contact

occurs and as negative when an eye contact is made for over three seconds without any

smiling or verbal communications; this is staring.

Collecting in a gentle manner. A few studies have been conducted about the attributes of emotional labor when collecting money from customers. The reason might be because table games services do not require a fixed service fee like most service transactions, but a collection when the players lose their bets. For this reason, this study proposes that the method of collecting the losing player's money should be observed as a component of emotional labor. Though most casinos persuade their dealers to deal and collect in a prompt manner in order to increase their theoretical win (Kilby, Fox, & Lucas, 2005), the customer can interpret quick collection as "snatching" and can be considered offensive. Therefore, in our observational tool, rather than swiftly moving the arm from the outside to the inside while collecting the loss, collecting is an unhurried motion with the arm stretching out from the body.

Greeting. Following the smiling in physical expressions, greeting has been known as one of the key facets in delivering positive emotional displays (Brown & Sulzer-Azaroff, 1994; Humphrey et al., 2008; Luong, 2005; Pugh, 2001; Sutton & Rafaeli, 1988). In the bank service literature, greeting was positively correlated to customer satisfaction (Brown & Sulzer-Azaroff, 1994), showing that greeting as one of the components of emotional labor has a positive effect in the organizational outcome. Therefore, following Rafaeli's (1989) study, in the current study, greeting is marked as a phrase with "Hello," "Hi," "How are you?" or something equivalent that has the same effect and is considered as greeting.

Thanking. Thanking has also been known as one of the core verbal behaviors when measuring the employee's emotional behaviors (Luong, 2005; Mattila & Enz, 2002; Pugh, 2001; Sutton & Rafaeli, 1988). Thanking might seem to be a commonsense service

practice, but mystery shopping research has indicated that only 14 to 34% of customers were thanked (Martin & Adams, 1999b). Empirical evidence suggests simply thanking a customer can increase customer satisfaction (Martin & Adams, 1999a). In order to pursue the positive outcome of the thanking behavior, the thanking components will be inserted in the present study's observational tool, as a measurement on whether the actual phrase 'Thank you" or a phrase with the similar meaning was used.

Apologizing. Unlike greeting and thanking, not much research has been done on the emotional display rule of apologizing. In contrast to most studies of apologizing in wrongful situations (i.e., when the customer feels that an apology is appropriate), our study focuses on the emotional display of sympathy when customers lose their bets. Though collecting the losing bet is an obvious situation and there is actually no need for the dealer to be sorry, similar to the collecting component, the collection should be made in a non-offensive way. Therefore, such practices should be maintained as one of the components of emotional labor in the casino industry, and be measured as well.

Conclusion

The table games service is one of the biggest service areas inside the casino-hotel industry. In order to make the service more satisfying to the customers, a guideline on how to deliver the service to the customers in a positive manner is needed. By meeting the need, not only will it create a positive relationship with the organization and the customer, it will also bring out the consistency in delivering service.

PART THREE

Introduction

In this section, the development process of the observation tool and the results of the tool shown by past research will be discussed. The recommendations for implementing the tool in the casino industry will also be discussed.

Results

The observational tool is based on the literature review in Part Two. The instrument is composed of three non-verbal communication measurements (smiling, eye contact, and collecting in a gentle manner) and three verbal communication measurements (greeting, thanking, and apologizing). The revised version of the four criteria (i.e. smiling, eye contact, greeting, and thanking) introduced by Sutton and Rafaeli (1988) and Rafaeli (1989) is used in this study, followed by two additional components (i.e. collecting in a gentle manner and apologizing). Each component is created to be measured by a point system giving a point when showing a positive display, zero points for a neutral display and a negative point for a negative display if applicable. The complete observational tool can be found in Appendix A.

Smiling. Combining the 'Duchenne smile' proposed by Ekman, Davidson and Friesen (1990) and the 'maximal smile' proposed by Tidd and Lockard (1978), the smiling measurement in the current study is based upon the existence of the wrinkles of the eye, the showing of the upper teeth and the dimension of the lip movement. One point will be given for each the wrinkles of the eye and the upper teeth when it is shown clearly to the observer. The points for the lip movement will be given as follows: a point when

16

the corners of the lips go upwards, no points when no movement is shown and a minus point when the corners of the lips go downwards.

Eye contact. The measurement of eye contact in this study is done by the method of eye contact by the observed employee. As the eye contact can be perceived by the recipient as a positive display when it is made during a conversation and a negative display when avoided or overreacted (Burgoon & Others, 1990; Sundaram & Webster, 2000), the eye contact will receive one point when it occurs during a positive verbal or non-verbal communication indicated in the study. Further, a negative point is noted when the eye contact was avoided or when the eye contact is made for over three seconds without any positive verbal or non-verbal communications.

Collecting in a gentle manner. The collecting in a gentle manner measurement includes the measurement of the speed and manner of the arm movement. As the collection of the chips does not relate to friendliness but is considered unfriendly when done in a hasty manner, only negative and neutral points will be given according to the manner of collection. The collecting will be given neutral points each when the collection is made no faster than one second and considered unhurried and when the arm stretches out from the dealer's body. Negative points will be given to each component when the collection is made in less than one second and considered hasty and when the arm moves from the outside of the body to the inside.

Greeting. Following Rafaeli's (1989), greeting is considered in this instrument as a phrase that includes "Hello," "Hi," "How are you?" or something equivalent that has the same effect as a greeting. To allocate evenly the point system for each component of the positive displays and to emphasis the importance of greeting, a negative point will be

given rather than none, if none of the phrases above is mentioned and one point if they are mentioned.

Thanking. The thanking measurement is applied in this study when the observed dealer states "Thank you" or a similar phrase in thankful situations (e.g. when the dealer receives tips from the customer) and when the guest leaves the table. The grading will be done only for the first time the thanking occurs, in order to eliminate multiple grading and the creation of a bias in the system. A point will be given when the first thanking situation occurs if the dealer clearly offers a 'Thank you' or its equivalent and no points will be given if the dealer does not say anything. Because thanking customers when they leave the table is a way of saying good-bye, in order to emphasize the importance of thanking when the customer leaves, a negative point will be given if it is not mentioned during the situation and a positive point if it is mentioned. Since this study is conducted in a casino environment where luck is essential to customers (Davis, Sundahl, & Lesbo, 2000), wishing the customers good luck will be accepted as well.

Apologizing. Similar to the thanking measurement, the apologizing measurement will take place when the first situation (i.e. when collecting the loss from the customer) takes place to eliminate multiple grading. As this procedure only takes place in a negative situation for the customer, following the collecting measurement, no positive grading will occur. A neutral point will be given when the dealer clearly says the word 'sorry' or its equivalent when collecting the loss and a negative point will be given if the dealer does not.

Conclusions

As positive emotional display leads to positive evaluation of service quality (Pugh, 2001; Tsai, 2001), and service quality leads to high organizational outcomes (Cronin et al., 2000; González et al., 2007; Zeithaml et al., 1996), the observational tool can be a useful for maintaining or improving the organization's service standards. The observation tool can result in a maximum of seven points to a minimum of a negative seven points. With the results, the organizations using the tool can set appropriate emotional display rules and use it to evaluate and train employees. Emotional display rules can be set according to how much emotional display autonomy the organization desires. For instance, if the company desires a high emotional display autonomy, they can set a low desired evaluation score and train only those who do not comply with the set numbers. If the company desires a strict emotional display rule, they can set the evaluation score to high numbers and train those who fail to meet the terms.

Even though the importance of emotional labor has been emphasized by much research, only a few were applied to the casino industry (Sallaz, 2002) and no literature has been found to develop a tool to measure the emotional labor based on a casino environment. Through this study, the instrument can help the casino industry to identify and improve the components that can help advance the service quality of the employees and as a result, have effects on organizational outcomes.

Recommendation

The observational tool that was developed in this study was composed by adapting the previous found knowledge to the casino industry. Theoretically, the results from the tool can help obtain the emotional labor quality levels of the employees for

future references. Practitioners can gather information to improve their service quality levels in casinos whereas academics can use the tool to empirically research the antecedents of emotional labor in the casino table games. However, the instrument developed was not empirically tested in a real world situation. Future researchers should test the instrument in a real world situation.

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APPENDIX A – The Observational Tool

All observations should be recorded when the observed component is first

identified. Please circle the points adjacent to the appropriate measure observed.

1. Lip movement
The corners of the dealer's lip…
a.	clearly moved upwards ……………………………………	**1**
b.	did not move ………………………………………………….	**0**
c.	clearly moved downwards…………………………………	**-1**

2. Teeth
When smiling, the teeth of the dealer…
a.	clearly showed…………………………….…………..	**1**
b.	did not show..……………………………………………	**0**

3. Wrinkles on the corner of the eye
When smiling, the wrinkles on the corner of the eye…
a.	clearly appeared……………………………….…………..	**1**
b.	did not appear..……………………………………………	**0**

4. Eye Contact
The dealer's eye contact with the customer was…   **1**
a.	made during a positive display or conversation……………	**-1**
b.	avoided………………………………………………..	**-1**
c.	made over 3 seconds without any positive reaction………..	

5. Speed of collecting
The speed for collecting the loss was…   **0**
a.	longer than 1 second………………………………………...	**-1**
b.	shorter than 1 second……………………………………….	

6. Arm movement
When collecting the loss, the arm…   **0**
a.	stretched out from the body………………………………...	**-1**
b.	moved from the outside of the body to the inside………….	

7. Greeting
When a customer first arrived at the table, the customer was…
a.	greeted with a "Hello," "How are you?" or a phrase with the same effect………………………………………..	**1**
b.	was not greeted…………………………………………..	**-1**

8. Thanking situation

When the dealer received tips from the customer, the dealer…

a. thanked the customer by saying "Thank you" or a phrase with the same effect………………………………………….. **1**

b. did not thank the customer………………………………… **0**

9. When the customer or dealer leaves the table

When the customer or the dealer left the table the dealer… **1**

a. thanked the customer(s) or wished them good luck……….. **-1**

b. did not mention anything positive to the customer(s)……...

10. Apologizing

When collecting the loss from the customer, the dealer…

a. apologized to the customer, saying "I'm sorry" or a phrase with the same effect………………………………………….. **0**

b. did not apologize………………………………………... **-1**

Total Points.....