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An Analysis of supervisor's gender and subordinate employees' job satisfaction within the casino-entertainment industry

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AN ANALYSIS OF SUPERVISORS' GENDER AND SUBORDINATE
EMPLOYEES' JOB SATISFACTION WITHIN THE
CASINO-ENTERTAINMENT INDUSTRY

by

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Bachelor of Hotel Administration
University of Nevada, Las Vegas
2002

Masters of Hotel Administration
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A dissertation submitted in partial fulfillment
of the requirements for the

Doctor of Philosophy in Hospitality Administration
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THE GRADUATE COLLEGE

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August 2010

ABSTRACT

An Analysis of Supervisors' Gender and Subordinate Employees' Job Satisfaction within the Casino-Entertainment Industry

by

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This study investigates supervisor gender and various dimensions of employee job satisfaction within the casino-entertainment sector of the hospitality industry. Specifically, these dimensions were analyzed from the perspective of three variables related to individual employees: (1) satisfaction with company; (2) satisfaction with department; and, finally, (3) satisfaction with the supervisor. The data for this study was obtained from an employee survey administered to employees in three separate Nevada casino-entertainment properties and their corresponding corporate office. The results of this study fill existing gaps in the academic literature related to job satisfaction and the role of supervisor gender. There are implications of this research outside of academia as well. Organizations within the hospitality industry and, more specifically, the casino-entertainment segment may develop strategies related to the management of human capital that could provide fiscal and operational benefits.

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When looking at the dissertations of my peers, I thoroughly enjoyed reading the acknowledgement section of their papers. This section allowed the authors to deviate from the tedious formatting and methodological restrictions that academic research requires. The process of my own dissertation has been a long journey that began nearly 20 years ago when I helped my mother enter data for her own dissertation. Now, here I am, writing my own acknowledgements in my dissertation. Ironically, it is on a subject not too far from my mother's dissertation.

I'm afraid I will not be able to fully put into words the appreciation I have for all those involved in this process; but I will, nonetheless, do my best.

First and foremost, I would like to thank the William F. Harrah College of Hotel Administration at UNLV. The completion of this Ph.D. will be the culmination of nearly 15 years of study in the College. This will be my third degree from the school. I consider myself a die-hard Running Rebel and appreciate all the opportunities this fine institution has given me. I cannot list all the people at UNLV who have had an impact on me; however, I feel confident saying that UNLV is, in my opinion, the best place to learn about becoming hospitality industry leader, while also learning the skills to teach future hospitality leaders.

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efforts and believe the best repayment to you is to go out and become the best possible contributor to academia I can be.

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I owe thanks to my fellow graduate students. I've been fortunate enough to get to know each of you over the last several years and will always cherish our relationships. I wish you all the best in your future endeavors and I look forward to our paths crossing again.

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CHAPTER 1

INTRODUCTION

Concern for the management of employees within the hospitality industry is not a new focus within the academic literature; yet, even today, it should be continuously studied in hopes of filling existing research gaps. The present-day challenges related to the management of human capital within any company are discussed by Gordon (2005) in his book *The 2010 Meltdown: Solving the Impending Jobs Crisis*. In an almost oracle-like fashion, Gordon was able to predict many of the issues facing today's managers. From a lack of qualified employees entering the workforce to a multitude of baby boomers retiring, managers are facing critical operational challenges.

There is a wide breath of knowledge in existing literature related to hospitality and service literature. One topic in particular, employee job satisfaction, has received a considerable amount of attention (Carbery, Garavan, O'Brien, & McDonnell, 2003; Ghiselli, LaLopa, & Bai, 2001; Gu & Siu, 2009; Iverson & Deery, 1997; LaLopa, 1997; Locke, 1969; Rhodes & Doering, 1983; Yamaguchi & Garey, 1994). Each year, there are dozens of articles published in academic journals and trade publications related to this topic, and existing job satisfaction research such as the Job Descriptive Index (JDI) is still used today. Although it may appear that most of the causes and implications related to this topic have been discussed, gaps in the literature related to job satisfaction still exist. These gaps, which focus particularly on the causes of employee job satisfaction, are seen in the literature on the casino-entertainment industry.

In terms of researching gender and its relationship with job satisfaction in the casino-entertainment segment, there is an existing gap in the hospitality research that

warrants future research (Burke, Koyuncu, & Fiksenbaum, 2008; Anderson & Martin, 1995). Although studies related to the impact of the gender of supervisors have been found outside of the hospitality industry, especially within the federal government (Hanks, 1997), a lack of research within the hospitality industry is also of concern because of the labor-intensive nature and certain unique attributes of the hospitality industry. With a high minority and female employee presence, combined with a history of below average employee wages (Bureau of Labor Statistics, 2010), members of academia and industry should have a particular vested interest in the continued study of satisfaction with hopes of gaining insight into what influences this areas.

Purpose of the Study

This research, through analysis of quantitative data, hopes to answer several research questions related to supervisor gender and job satisfaction in an attempt to add a small piece to the larger puzzle. Specifically, this study examines if there is a difference in job satisfaction as is relates to supervisor gender in the casino-entertainment industry of Nevada. With the domestic (United States) and global (Macau and Singapore) expansion of casinos, the results of this study will also be of particular interest is laying the foundation for future research conducted in other casino-entertainment operations outside of the state of Nevada.

Research Questions

Through an analysis of secondary quantitative data obtained during an employee survey of 961 casino-entertainment industry employees, this study will answer five

research questions (RQs) related to job satisfaction and one related to a critical outcome of low job satisfaction levels, employee turnover.

Within the casino-entertainment industry:

RQ 1: Is there a significant difference in perceived organization satisfaction for employees who have a male supervisor as opposed to a female supervisor?

RQ 2: Is there a significant difference in perceived department satisfaction for employees who have a male supervisor as opposed to a female supervisor?

RQ 3: Is there a significant difference in perceived supervisor satisfaction for employees who have a male supervisor as opposed to a female supervisor?

RQ 4: Is there a significant difference in perceived supervisor satisfaction for employees who work in the front of house (FOH) as opposed to the back of house (BOH)?

RQ 5: Is there a significant difference between employees' perceived supervisor satisfaction level and the combination of gender and job location of the supervisor?

The analysis generated the need for an additional research question.

Within the casino-entertainment industry:

RQ 3a: Does the proportion of perceived supervisor turnover intention for employees with a male supervisor differ from the proportion of perceived supervisor turnover intention for employees with a female supervisor.

A graphic representation of each of the research questions proposed can be found below in Figures 1, 2, and 3.

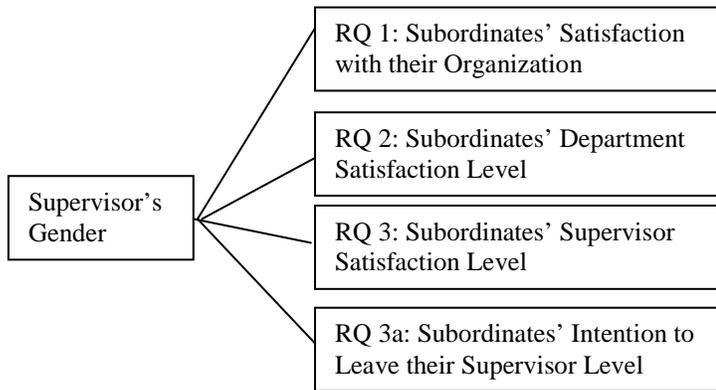


Figure 1. Proposed research framework; research questions 1, 2, 3, and 3a.



Figure 2. Proposed research framework; research question 4.

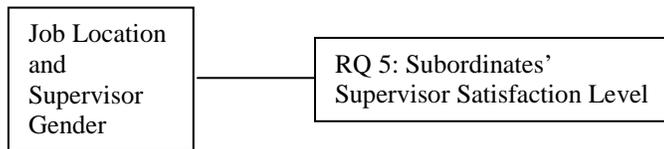


Figure 3. Proposed research framework; research question 5.

Significance of the Study

This study could potentially provide useful data and conclusions related to the role of supervisor gender in the workplace. From an academic perspective, this study will contribute primarily to the literature in the gaming industry by presenting results of statistical analysis related to supervisor gender and job satisfaction within the casino-entertainment industry. There has been limited research related to human resources in the casino-entertainment industry and, more specifically, no research can be found that looks

at the impact of supervisor gender on the areas of employee job satisfaction. From an industry perspective, this study will provide useful information for managers that can assist in a myriad of human resources areas such as employee hiring, training and development, and possibly compensation.

Throughout the literature, the subject of job satisfaction is presented as a complex one. Within the casino-entertainment segment of the hospitality industry, with its more than 375,000 employees (202,000 of which are in the state of Nevada), job satisfaction issues have not received as much attention within the academic literature (American Gaming Association, 2009; Bai, Brewer, Sammons, & Swerdlow, 2006; Gu & Siu, 2009). This lack of research could be based on several factors. First, the casino-entertainment industry is very protective of its employee and customer databases, in addition to its marketing and customer service strategies. This mentality exists, in part, because the competition for today's gaming customer and employees is so intense. The second reason lies with the proximity of the casino-entertainment properties. Although most states within the United States offer some sort of gaming entertainment (casino, horse racing, lottery, etc.), these jurisdictions do not always contain casino-entertainment resorts, which means academic institutions do not have easy access to these large kind of properties. In some locations, a small riverboat gambling hall is all that exists (American Gaming Association, 2009). On the contrary, an institution like University of Nevada, Las Vegas has a campus a few miles from the Strip, which facilitates the establishment of relationships with the large casino-entertainment properties for the purpose of research.

According to the American Gaming Association (2009), the total number of employees working in the casino-entertainment industry has grown over the last 20 years

to a total of more than 375,000 employees in 2008. This is a segment of the hospitality industry that should not be overlooked in research, especially when some of the properties within this segment can employ more than 10,000 employees.

The 1990's saw Las Vegas surrender its monopoly on legal casino gambling and then, in the following decade, globalization and the awarding of gaming licenses in various municipalities around the world (such as Singapore and Macau). However, today the Las Vegas Strip still provides a draw for those interested in the experience of a casino-entertainment resort (Schwartz, 2003). According to the Nevada Gaming Control Board, Clark County, Nevada, where Las Vegas is located, generated nearly 85% of Nevada's \$12.5 billion dollars in gaming win, while its closest statewide competitor only generated 8.0% of the states win (Nevada Gaming Control Board, 2008).

A fundamental part of business is that, in order to compete, expand, and survive, a company must maximize revenue and control its costs. As existing literature has shown, the business fundamentals of a casino-entertainment business are parallel to other businesses within and outside the hospitality industry (Castro & Lynn, 1997). Casino-entertainment resort managers operate large, complex businesses that must make profits to meet shareholders' demands. In a difficult economy, every division, including human resources in a casino-entertainment resort, is under more scrutiny to cut costs and boost efficiency while providing quality customer service.

The hospitality industry is not immune from financial peril and employee issues. According to a finding released by PKF Consulting (2008), the hospitality industry will continue to feel the effects of the current economic crisis well into the future. The 2009 prediction for U. S. hoteliers was a drop in revenue per available room (RevPAR) of

4.3% and a profit decline of 7.9%. Although RevPAR is not the only method to forecast the success of a hotel, it does provide a good representation of how much revenue is being generated by hotel rooms, and in this case highlights the financial peril certain segments of the hospitality may face.

More specifically, the casino-entertainment sector has also experienced the effects of the current economic crisis with no desirable outcome in sight. According to the American Gaming Association (2009), the casino industry is not immune from the financial crisis (Stutz, 2008). U. S. domestic gaming revenues, also known as “gaming win” or “casino win,” have dropped significantly. Specific to the gaming industry, the term “gaming win” is the gross revenue resulting from all gaming wins minus the gaming losses, prior to the division’s associated operating expenses (Kilby, Fox, & Lucas, 2005). In comparison to the August 2007 reports, Nevada casinos’ August 2008 gaming win declined 7% (Stutz, 2008).

Casinos in other states also experienced decreases in gaming win, including New Jersey (5%), Illinois (18%), Colorado (10%), Mississippi (3%), and Indiana (1%). This downward trend continued in 2009 based on a preliminary report (Lever, 2010). Gaming industry revenues in the 12 states that have legalized casinos fell 5.7% in 2009 when compared to 2008. This amounts to a more than a \$30 billion loss. Just within the state of Nevada, gaming revenues fell 10.4% in 2009. This was the largest single-year decline in the state’s history, although the state’s Gaming Control Board has only been keeping records of gaming revenue since 1956 (Stutz, 2010). In terms of manpower in 2009, employees within Nevada’s leisure and hospitality sector (which includes casino-

entertainment properties) decreased by nearly 22,000 employees. Some employees also received, on average, a decrease in weekly wages of 6.9% (Robison, 2010).

The management of human capital within the casino-entertainment sector is of paramount importance. In light of the current economic crisis, human resource managers are under significant pressure to perform, especially in the area of employee management. In the past, human resources managers at casino-entertainment properties have served in an administrative capacity that focused on the maintenance of records, general employment bookkeeping, as well as the hiring and assigning employees to job positions (Hashimoto, Kline, & Fenich, 1996). Today, human resources divisions within and outside of the casino-entertainment industry have taken on an additional responsibilities that are more strategic in nature and demand more attention and resources. The term “employee” is now often interchangeable with the term “human capital” (Walsh, 2000). This speaks volumes to the new approach companies are taking within the human resources function of their workforce. Just like cash and machinery, employees are now seen as a capital investment. In a study of 170 hospitality managers from more than 25 countries, the use and management of human capital was shown to be a top concern (Enz, 2001).

Definition of Terms

The following terms will be used throughout this research. Definitions have been provided based on commonly-accepted academic literature.

Job Satisfaction: Job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Locke, 1969).

Turnover Intention: This phrase refers to an employee's intention to seek a change to their current situation (Cho, Johanson, & Guchait, 2008). This research will discuss turnover intention of an employee toward his/her supervisor (i.e., the desire to work for a different supervisor). The result of an employee fulfilling his/her intention to leave is actual turnover. Another related term is intention-to-leave, which refers to the probability an employee has to leave his/her company (Mowday, Porter, & Steers, 1982).

Mega-resort: This term refers to large casino-entertainment or gaming properties, which usually have specific "themes" carried throughout their every facet, including dining, entertainment, shopping, casinos, and lodging (Kilby et al., 2005). Today's mega-resorts are not just found up and down the Las Vegas Strip; they have been constructed (and are still under construction) in other cities within Nevada, other states with the United States, and overseas in the countries of Singapore and Macau.

Gender of Supervisor: The gender of the supervisor refers to the sex of the supervisor (male or female).

Supervisor: A supervisor is an employee in a position of leadership over another employee (called the "subordinate"). This could also refer to someone who is a manager. According to Gomez-Mejia, Balkin, and Cardy (2007), a manager is an individual who is "in charge or others and is responsible for the timely and correct execution of actions that promote his or her unit's success" (p. 3). In the context of this research, the term

“supervisor” refers to the person who the respondent indicated has direct supervision over him/her.

Department: For purposes of this study, department refers to a specific area of the casino-entertainment property. Departments are traditionally broken down into “front of house” and “back of house.” Front of house refers to guest-contact employees, positions, and organization components, while back of house refers to employees, positions, and organization components that have little or no direct contact with the guests (Ninemeier & Perdue, 2007). For this research, the departments were identified as either front of house or back of house(see Table 1).

Company Satisfaction: Company satisfaction refers to the level of satisfaction an employee has with his or her company.

Department Satisfaction: Department satisfaction refers to the level of satisfaction an employee has with his or her current department.

Supervisor Satisfaction: Supervisor satisfaction refers to the level of satisfaction an employee has with his or her current department.

Table 1

Job Location Breakdown by Department

Front of House	Back of House
Banquets/Conventions	Administration
Beverage/Cocktail	Cage
Recreation	Casino Marketing
Entertainment	Count Team
Casino Porters	Engineering
Food and Beverage Service	Food and Beverage Kitchens
Gift Shop	Recreation Maintenance
Telecommunications Operators (PBX)	Housekeeping
Pool/Fitness Center	Human Resources
Casino Floor Employees	Marketing
Salon	Payroll
Spa	Purchasing
	Sales
	Security
	Information Technology

CHAPTER 2

REVIEW OF RELATED LITERATURE

Introduction

This review of literature is divided into four core areas. These areas, when looked at in combination, provide the foundation for this study. The first core area will look at the casino-entertainment industry and provide information related to its uniqueness when compared to other hospitality-related and non-hospitality-related industries. The second core area will look at the research related to the gender of supervisors: (1) hiring trends, (2) differences in leadership styles, (3) male and female supervisory performance, and (4) subordinates' perceptions of male and female supervisors. The third core area of the literature review will discuss the area of job satisfaction by providing: (1) definitions of job satisfaction, (2) influences of employee job satisfaction, and (3) the results of employee job satisfaction levels. The fourth and final core area of the literature review will focus on one critical result of declining job satisfaction levels, employee turnover. Turnover will be discussed because it provides a worst case scenario for employers who have continued levels of low job satisfaction. An employee turning over can have a financial impact on an organization in terms of recruiting costs, hiring costs, and training costs.

The Casino-Entertainment Industry

The casino-entertainment segment, like its fellow hospitality industry segments such as food service and lodging, provides its consumers and employees with a unique

service environment. Despite the similarities, however, the characteristics of the casino-entertainment industry are as unique as they are numerous, especially for a mega-resort.

Complex and Varied Product and Service Offerings

The term mega-resort is commonly used to describe large-scale properties that have varied service offerings including casinos, retail, dining, and lodging (Kilby, Fox, & Lucas, 2005; Schwartz, 2003). Whether it is themed as a towering Egyptian pyramid or the Venice canals, the casino-entertainment resort can typically include a wide range of features from world-class dining to Broadway-style shows. These varieties and themes are designed to keep patrons on the property for their entire stay. If there is no need for patrons to travel to various properties for their recreation, lodging, dining, or entertainment needs, the casino-entertainment resort property can potentially ensure that they are receive all the revenue that the customer will generate.

Casino-entertainment resorts continually evolve to exceed the expectations of their customers. Today's modern casino-entertainment resort can offer its guests luxury at a level that was not available 15-20 years ago. Two mega-resorts on the Las Vegas Strip, Wynn Las Vegas and the Bellagio Resort Hotel and Casino, have had the AAA 5-Diamond and Forbes (formally Mobil) 5-Star awards bestowed upon them (Wynn Resorts, n.d.; MGM, n.d.). However, this trend towards luxury has not turned these resorts completely away from their roots. Most of today's resorts still have the stereotypical inexpensive buffet and 24-hour cafes or "coffee shops." To ensure that these complex operations are run efficiently and effectively, the properties require highly-trained employees who must meet the needs of their sophisticated customers, many of whom come from outside the United States. The variety of products and services in a

mega-resort frequently mean that a wide variety of skills within the workforce are needed 24-hours per day. Many skills (animal trainers, as an example) are not seen in other parts of the hospitality industry. especially for a mega-resort.

Large Business Volumes

The casino-entertainment industry's evolution toward mega-resorts may be related directly to an unprecedented growth of gaming worldwide, with the accompanying substantial financial investment into the construction and development of these properties. On any given day, a casino-entertainment industry property can experience guests arriving to its property by the thousands and, in some situations, tens of thousands (Las Vegas Convention and Visitors Authority [LVCVA], 2009). This demand (even though there is currently a financial crisis) is set to continue for the foreseeable future and Las Vegas, in particular, is preparing for this spike. McCarran International Airport, which is the major hub for people traveling to Las Vegas, will soon be completing a new \$125 million expansion to its current space that will allow the arrival and departure of an additional 3 million airline passengers per year (Associated Press, 2005).

Large Physical Properties

Although there are smaller gaming properties around the world, the larger resorts of Nevada, New Jersey, Macau, and Singapore are commonly referred to as mega-resorts because of their size. Wynn Las Vegas, which was the initial entry into the gaming market for Wynn Resorts, opened in 2005 and has more than 223,000 square feet of meeting space; 111,000 square feet of casino space; and 2,716 hotel rooms and suites. Based on the success of Wynn, just two years later an entirely new tower, called Encore,

was added by Wynn Resorts next door to the existing structure. Encore increased the resort's room inventory by nearly 2000 rooms (Wynn Resorts, n.d.). Even during the current economic turmoil, there is construction on the Strip increasing the size of the existing properties and developing new ones. The newest resort in Las Vegas, CityCenter, began opening segments of its property in December 2009. During its construction, CityCenter was touted as the largest privately-funded development project in the world. The 18-million square foot property, which has multiple hotels, condominium residences, gaming, retail, food service, and convention space, sits on 67 acres of prime real estate on the Las Vegas Strip (CityCenter Overview and Facts, n.d.).

24-hour Operations

To meet the needs of their customers, and to ensure the maximization of gaming revenue, mega-resorts are open 24-hours per day. This does not mean that all amenities are available around the clock, but the opportunity to gamble, eat, drink, and view various entertainment features are available throughout the day and night. From a management standpoint, this means that the property must be staffed 24-hours a day, 365 days a year. While there are modifications in staffing levels based on customer demand levels, there is a need for staffing a wide variety of employees at all times. The sheer size of the property demands a massive workforce. CityCenter is going to have 12,000 permanent employees, which make it the largest single (non-construction) employee hiring effort in the hospitality industry (CityCenter Overview and Facts, n.d.).

Labor-Intensive Environment

Because of the above characteristics, the gaming-entertainment business is inherently labor-intensive, requiring a large number of employees. In some situations, a

mega-resort employs more staff in a single property than an average hotel chain's entire system. With this volume comes a challenge for the employer. For example, the Mirage, a gaming property in Las Vegas, spent \$500,000 on training prior to opening its doors (Eder, 1990). The volume of workers that are needed to run these casino-entertainment resorts can also be seen in organized labor totals. The Las Vegas Culinary Union 226, the largest union in the state of Nevada, has seen a 300% increase in membership over the last 20 years (Las Vegas Culinary Union, n.d.).

Gender

Academic literature contains research on the differences between males and females in the work environment (see Table 2). However, even with a large percentage of women making up the hospitality workforce (Woods & Viehland, 2000), there is limited information on the role of gender in the hospitality work environment. This topic is of particular interest because, based on the limited research that is available, the performance of female employees is equal to that of their male counterparts in a variety of industries, including hospitality (Valentine & Godkin, 2000).

Table 2

Summary of Applicable Research Related to Supervisor Gender

	Andorka (1998)	Anderson & Martin (1995)	Brownwell (2001)	Cann & Siegfried (1987)	Chang & McBride-Chang (1997)	Fagenson (1990a, b)	Gardiner & Tiggemann (1999)	Jeanquart-Barone & Sekaran (1994)	McGlashan, Wright, & McCormick (1995)	Morgan (1997)	Moskal (1997)	Valentine & Godkin (2000)
Communication Attributes Based on Gender	x	x										
Emotions					x							
Leadership Style											x	x
Male and Female Interaction										x		
Organizational Level of Supervisor						x						
Perception of Supervisor by Employees	x						x					
Performance Evaluation Score Based on Gender									x			
Presence of Challenges in the Workplace			x									
Problem Solving Ability	x											
Supervisor Gender Preference				x								
Trust								x				

The percentage of women in the hospitality industry workforce is steadily increasing (Daley & Naff, 1998). One contributing factor can be seen in an analysis of

student enrollment at the collegiate level. According to Armstrong (2006), the number of female students outnumbers male students. In the hospitality programs at some of the world's top universities, the discrepancy between male and female student can be as high as 80% female to 20% male (Hsu, 2009). Within the casino-entertainment segment, female employees already outnumber male employees when analyzing the entire workforce; however, female employees are still traditionally underrepresented in leadership positions (PriceWaterhouseCoopers, 2003). One researcher (Brownell, 1994) has associated this lack of female presence in leadership as the remaining influence of the "good old boys' network" within the work environment.

Supervisor Gender and Leadership Style

The academic literature has shown that there is a difference in leadership styles between males and females. The Gender-Organization/Gender-Organization-System Model (Fagenson, 1990a; Fagenson, 1990b) shows that gender, when combined with organization level, does influence leadership behavior. Female leadership characteristics have been shown in some literature to focus on problem solving, thinking analytically, effective communication, and the placing of value on professional relationships (Andorka, 1998; Moskal, 1997). One researcher (Brownell, 1994) investigated what attributes most hotel managers value as the most important in career development. Female hotel managers identified enthusiasm, determination, interpersonal skills, and sense of humor. However, male hotel managers reported loyalty and integrity as integral to their success.

Anderson and Martin (1995) conducted research of 202 full-time and part-time employees across a variety of industries. They found that females communicate with co-

workers to satisfy needs for affection, while they found that males communicate with coworkers more for needs related to control. Both men and women exhibit communication with co-workers (versus superiors) on various levels, but leave room for improvement in some areas. Specifically, it was found that female workers primarily focus on the motivations for duty with their superiors, as opposed to seeking motivation with their same level of co-worker.

There is reason to believe that the environment itself can have an impact on the leadership style exhibited by a particular gender. Rozier (1996) identified that males in the nursing industry, a segment that is traditionally dominated by women, begin to take on the female leadership attributes over time. When looking at the research in the hospitality industry, gender may have an influence on the areas of supervisor satisfaction and supervisor turnover intention based on the employee percentages. Today, there is almost a 50/50 split of men and women working in the hospitality industry (Woods & Vieland, 200).

Research has shown that there is reason to believe that leadership styles of men and women may impact an employee's perception of the job itself (Valentine & Godkin, 2000). No matter how minor they may be, the differences that gender of an employee's supervisor may create could present very different perspectives in an identical organizational situation (Jeanquart-Baron & Sekaran, 1994). These differences have the potential to create practical problems in the way men and women interact within the workplace and thus have an impact on job satisfaction and turnover (Morgan, 1997).

Gender and Supervisor Challenges

The hospitality industry is different in many ways from other industries and has been shown to produce specific challenges for women (Brownell, 2001). These challenges include lower wages than their male counterparts, the presence of the “good ol’ boys’ networks,” and the so-called “glass ceiling,” which inhibits promotions of women to an organization’s higher levels.

However, according to other literature, female employees have overcome these challenges and their performance in the hospitality industry has been characterized as exemplary (Valentine & Godkin, 2000). According to Andorka’s (1998) *Hotel and Motel Management* article, several statistics have come to light about female performance in the hospitality industry. First, businesses that are owned by women, which comprise one-quarter to one-third of business operations, have solid financial performance. Second, in terms of success, women-owned businesses tend to stay in operation longer than an average U.S. firm that is run by men. Within the business itself, women-owned businesses are as likely as men-owned businesses to invest in the use information technology and volunteer activities. The above statements are of note because they contradict the statements found in the literature that there is a difference between the performance and males and females in business.

Supervisor Gender and Subordinate Perceptions

In a study of more than 7,700 respondents, Valentine and Godkin (2000) studied the relationship between a supervisor’s gender and an employee’s perceived job design. Their results found that supervisor gender did impact subordinates’ perception of their own jobs. The catalysts of these differences were shown to be the differences in

leadership styles of males and females, not the actual fact that one person was male and another was female. They found that employees who had male supervisors were identified as having greater structure in their jobs, which could lead to greater success.

The Gender-Centered Model (Lewis & Fagenson-Eland, 1998; Loden, 1985; Rosener, 1990) identified that employees are found to adopt masculine tendencies in the work environment. However, Rosener (1990) did identify that, although women were starting to occupy positions of top management based on shared experiences, they were not finding it necessary to adopt the leadership styles of their male counterparts. Additionally, Gardiner and Tiggemann (1999) identified that feminine traits are perceived as being less competent or less successful by employees. This has been reaffirmed by Cann and Siegfried (1987), who found that subordinates tend to prefer male leadership. With this in mind, it could be deduced that the subordinates of male supervisors should then, on average, have higher employee satisfaction rates than those of a female supervisor. Additionally, research has shown that there are negative preconceptions about women within the workplace and that these preconceptions have been shown to have an impact on how women are appraised (Deaux, 1984; Taynor & Deaux, 1973, 1975). Male supervisors have been shown to receive more favorable evaluations within the workplace (McGlashan, Wright, & McCormick, 1995). A study by Valentine and Godkin (2000) went on to also show that respondents who have female supervisors are more likely to develop close friendships with their subordinates when compared to their male counterparts at the supervisory level.

In a study of metropolitan university students in the United States, Chang and McBride-Chang (1997) found that perceptions of males and females do differ. Their

research, although only looking at a sample size of around 150, found several trends among college students in the United States. This is significant because, eventually, these students will transition in to the workforce. They found that men were more conservative than women in the areas of gender roles. Additionally, male students considered themselves more focused on achievement and less affiliative/home-centered than their female counterparts.

Job Satisfaction

Job satisfaction was first studied systematically in the 1930's (Ahgo, Mueller, & Price, 1993). One of the most frequently cited researchers on the area of job satisfaction, Edwin Locke, even admits that, "Despite the proliferation of studies, our understanding of the causes of job satisfaction has not advanced at a pace commensurate with research efforts" (1969, p. 309). Today, the area of job satisfaction continues to be a complex one that is frequently researched across a variety of industries, including the hospitality industry (Arnett, Laverie, & McLane, 2002; Chi & Gursoy, 2008; Erdem & Cho, 2006; Hackman & Oldman, 1980; Saunders, Cooper, Winston, & Chernow, 2000; Spector, 1985; Spector, 1997).

A cursory review of hospitality industry trade publications and national newspapers has identified an interest in job satisfaction. Furthermore, there are indications that today's job satisfaction levels are not as high as employers would like. In a recent *Washington Post* article, the results of an employee survey showed that, in a time of double-digit unemployment, employee job satisfaction is hovering at its lowest point in nearly two decades (Morello, 2010). The widely-recognized survey organization

Gallup revealed in an August 2009 survey that approximately 50% of U.S. employees were satisfied with their job, which is the lowest level since 2003 (Saad, 2009). If for no other reason, the dismal results of these surveys warrant additional research in the area of job satisfaction.

Table 3 provides a graphical representation of the sampling of the applicable trends in the research related to job satisfaction across a variety of industries. A variety of topics related to job satisfaction have been reviewed across varying perspectives: (1) company level (Iverson & Deery, 1997); (2) the department level (Ghiselli, La Lopa, & Bai, 2001; Iverson & Deery, 1997; Locke, 1969); (3) the supervisory level (Ghiselli et al., 2001; Go, Monachello, & Baum, 1996; Iverson & Deery, 1997; Locke, 1969; Whetten & Cameron, 1995; and Yamaguchi & Garey, 1994); and (4) the individual employee (Ghiselli et al., 2001; Gu & Siu, 2009; Hulin & Smith, 1994; Voydanoff, 1980; Weaver, 1977).

Hulin and Smith (1963), when analyzing the job satisfaction levels between men and women working in the manufacturing and electronic industries of New England, found that a difference does exist. Their sample of more than 350 employees across three different companies showed that female workers were less satisfied with their jobs than their male counterparts. The researchers do make it clear that gender was not the sole mediating variable in the determination of job satisfaction. Rather, it was a variety of variables such as pay, job level, promotion opportunities, and societal norms.

Yamaguchi and Garey (1994) studied job satisfaction in restaurant managers. Their sample of 75 managers in several states in the northeastern United States utilized the components of the Central Life Interest (CLI) and the JDI to identify a relationship to

Table 3

Summary of Applicable Research Related to Job Satisfaction

	Erkuthu & Chafra (2006)	Ghiselli, La Lopa, & Bai (2001)	Go, Monachello, & Baum (1996)	Gu & Siu (2009)	Hulin & Smith (1964)	Hackman & Oldham (1980)	Iverson & Deery, 1997	Locke (1969)	Voydanoff (1980)	Weaver (1977)	Whetten & Cameron (1995)	Yamaguchi & Garey (1994)
Ability for Advancement							x					
Autonomy		x										
Central Life Index - Job Orientation, Comfort of Work Environment												x
Clear Explanation of Job Responsibilities							x					
Employee Empowerment			x								x	
Employee Gender					x				x			
Fairness								x				
Friendship Opportunities		x										
Hours Worked								x				
Interaction with Other Employees		x		x								
Job Duties							x					
Job Satisfaction Appraisal Process								x				
Organizational Profitability							x					
Pay								x				
Race				x						x		
Supervisor Feedback		x										
Supervisor Interaction								x				
Task Identity		x										
Tenure at Job (Length of Time)	x											
Value Perception of Job (Relative Importance of Job to Individual)						x						
Variety		x										

employee job satisfaction. The CLI instrument identifies an employee's preferred activities or environments and evaluates the strength in terms of attachment to the work environment. The JDI instrument was used to measure the various aspects of job satisfaction (work, pay, supervision, co-workers, promotion, and the job in general). The results identified that job satisfaction is high among individuals with a job-oriented central life interest and those who possess a flexible-focus life interest. Male employees' scores presented higher job satisfaction levels than females in all areas except those related to pay. The results of this research also validated previous findings that job-orientated people feel their work provides a feeling of autonomy, self-importance, and self-actualization. Additionally, non-job-oriented people view their work as boring, repetitious and tiresome, and an opportunity to make money. The non-job-oriented people essentially only stay within their job because they are satisfied with their salaries.

Voydanoff (1980), through zero order correlation and multiple regression, studied the relationship between the perceived job characteristics (the kind of work done in terms of responsibility, variety, skill, and autonomy; opportunities for personal growth and development, and feelings of pride and accomplishment) and job satisfaction in 1,533 workers who responded to a U.S Department of Labor study. The results of her research found that for men and women there are similar as well as different influences on job satisfaction. Among men, the areas of financial rewards/promotion, self-expression, and working conditions were shown to provide the highest correlation with job satisfaction. For women, self-expression, role strain, and working conditions were found to provide the highest relationship with job satisfaction. The highest similarity regardless of gender was shown to be self expression.

Gu and Siu (2008) were able to conduct research in the casino-entertainment industry related to job satisfaction; however, their research was not conducted in a U.S. casino. Their research of Macau casino hotels' employees collected data on work performance as it relates to job satisfaction. They found that subpar interpersonal skills are one of the major flaws with the workforce in Macau casinos and that job performance is significantly correlated to job satisfaction. When looking at the specific attributes that significantly drive level of job satisfaction, they found that training opportunities, compensation and benefits, and support from peers and superiors were all of note.

Burke, Koyuncu, and Fiksenbaum (2008) researched the work experiences, satisfaction, and psychological well-being of managers in the hospitality sector. Specifically, they explored the differences between genders in 12 five-star hotels throughout the Mediterranean and Aegean region. Their research contradicted previous research by showing that males and females identify similar personal and work situation demographics, stable aspects of personality, work experiences, job satisfaction, and psychological well-being.

Silva (2006) researched the relationship of job attributes to personality traits of employees working in the hospitality industry. Using questionnaires, more than 150 non-management hotel employees were studied at two properties. The results of her research found that job attributes such as organization commitment and job satisfaction are positively related to personality traits.

Research has defined job satisfaction as an employee's general affective evaluation of his or her job (Arnett et al., 2002). Within the hospitality industry, various dimensions have been used to define the characteristics of job satisfaction including

autonomy, variety, task identity, feedback, dealing with others, and friendship opportunities (Ghiselli et al., 2001). Other research has tied job satisfaction to stress and the amount of time spent in the workplace (Erkutlu & Chafra, 2006).

The existing research in hospitality contradicts itself. Some research asserts that employee job satisfaction has a direct relationship to organizational profitability (Arnett et al., 2002), while other research has shown that there is not a direct relationship between employee satisfaction and financial performance. Instead, it shows an indirect relationship that is impacted by customer satisfaction (Chi & Gursoy, 2008). Research has identified that hospitality employee job satisfaction is shown to increase when there is variety in daily job duties, a clear explanation of jobs responsibilities, and the ability for advancement (Iverson & Deery, 1997). Regardless of which line of thinking one chooses to believe or embrace, one thing is certain: employee job satisfaction should demand the attention of the human resources management in casino-entertainment organizations as well as further study within academic research.

Turnover

Employee turnover, whether involuntarily or voluntarily, can have a significant impact on the organization (Bluedorn, 1982; Carsten & Spector, 1987; Cho, Johanson, & Guchait, 2008; Iverson & Deery, 1997). The topic of “turnover” is frequently defined and researched within the academic literature as the intention to leave a company. Mowday, Porter, & Steers (1982) defined the term, intention to leave, as a subjective estimation of the probability an employee would leave a company. Mobley, Horner, and Hollingsworth (1978), in their research of hospitality turnover, defined intention to leave

as a desire to leave a company within the near future and related it to the process of cognition. Intention to leave has been shown to have a strong positive relationship to actual turnover and has been identified as a better predictor of turnover than variables such as job satisfaction (Steel & Ovalle, 1984). While studied by numerous academics (see Table 4), the plethora of previous research has not alleviated the problem of turnover, and the issues related with this topic continue to be of major importance in the hospitality industry (Tracey & Hinkin, 2008).

Iverson and Deery (1997) tested a modification to an existing model of turnover in the hospitality industry. They obtained questionnaires from nearly 250 employees in six five-star hotels in Australia. Their results shed light on a relatively infrequently researched (up to that point) area related to turnover: turnover culture. They found that many employees actually start working in the hospitality industry with an understanding of high turnover, and thus find the act of turnover to be an acceptable practice. They also found that the negative affectivity trait was a significant predictor of intention to leave.

Research has shown that the cost of an employee leaving a company in the hospitality industry can exceed \$50,000 (Woods, 2006). This figure takes in to account the costs associated with recruiting, hiring, and training a replacement employee. Since an actual monetary value can be associated with the cost of turnover, in an era of economic uncertainty, the issue of retention could be the difference between an organization failing or succeeding (Hogan, 1992).

Table 4

Summary of Applicable Research Related to Employee Turnover

	Allen & Mayer (1990)	Bai, Brewer, Sammons, & Swerdlow, 2006	Bartol (1976)	Baruch & Winkelmann-Gleed (2002)	Bedeian, Ferris, & Kacmar (1992)	Bluedorn (1982)	Carbery, Garavan, O'Brien, & McDonnell (2003)	Carsten & Spector (1987)	Ghiselli, La Lopa, & Bai (2001)	Guerrier (1987)	Hellman (1997)	Hinkin & Tracey (2000)	Hom & Kinicki (2001)	Johnson (1985)	Kanter (1976)	LaLopa (1997)	Mobley, Griggeth, Hand, & Meglano (1979)	Ohlin & West (1993)	Pizam & Ellis (1999)	Porter, Steers, Mowday, & Boulian (1974)	Rhodes & Doering (1983)	Wood (1997)	Woods (1997)
Hotel Star Rating							x							x									x
Age					x		x				x											x	
Satisfaction Extrinsic Job									x													x	
Satisfaction Gender										x													
Hotel Size Intention to Leave						x		x			x												x
Intrinsic Job Satisfaction									x														
Life Satisfaction Non-Work Related									x														
Conditions Organizational Commitment				x			x																
Position within Organization	x						x																x
Salary																							
Social Aspects		x	x																				
Supervision Time Demands												x											
Type of Establishment									x														
Work-Related Emotions					x																		

Some research (Ghiselli, La Lopa, Bai, 2001) has shown that in the food service segment of the hospitality industry, one of the most prevalent reasons employees leave an organizations related to the salary and benefits package. Pizam and Ellis (1999) concurred when they found that a company's approach to compensating (both in terms of monetary and non-monetary benefits) their employees were shown to have an impact on turnover intention. However, according to Hinkin and Tracey (2000), the front-line supervisor's poor supervision is by far the most commonly mentioned reason for voluntary line-level turnover.

Like job satisfaction, turnover has been well researched across of a variety of disciplines. And, like job satisfaction, the applicable literature can be grouped together based on the several perspectives: (1) at the company level; (2) at the department level; (3) related to the role of the supervisor; and finally, (4) from the individual employee's perspective.

At the company level, research has focused on the hotel ratings relationships with employee turnover (Carbery, Garavan, O'Brien, & McDonnell, 2003; Johnson, 1985; Wood, 1997) and the hotel size (Guerrier, 1987). In addition, the type of establishment has been shown to have an impact on employee intention to leave (Ghiselli et al., 2001).

The turnover cognitions of hotel managers were studied by Carbery, Garavan, O'Brien, and McDonnell (2003). They introduced a model that included attributes that were psychological, perceptual and affective in nature. When implemented in a hospitality operation, this model was able to highlight a relationship with turnover cognition. Specifically, the perceived commitment to the organization, perception of psychological contraction violations, and perceptions of managerial competencies were

found to be significant contributors to turnover. Taking the variables associated with turnover to a more personal level, researchers have also looked at the age of an employee (Baruch & Winkelmann-Gleed, 2003; Bedeian, Ferries, & Kacmar, 1992; Carbery et al., 2003; Hellman, 1997; Rhodes & Doering, 1983), which is relevant because of the aging workforce of employees who work in the hospitality industry (Canas & Sondak, 2006).

Additionally, research has looked at the gender of the employee and its impact on turnover (Guerrier, 1987). Even though this dissertation will not look at the gender of the employee, it will take into account the gender of the supervisor - an area where there is an existing gap in the literature. The supervision an employee receives and the time demands that employees are given have also been researched and shown to have an impact on the turnover of employee (Ghiselli et al., 2001; Hinkin & Tracey, 2000).

Research associated with an employee's work-related emotions (Bartol, 1976), non work-related conditions (Hom & Kinicki, 2001; Kanter, 1976), life satisfaction (Ghiselli et al., 2001), and the social aspects of the work environment (Allen & Mayer, 1990; Bai, Brewer, Sammons, & Swerdlow, 2006) have all been considered when analyzing the influences of turnover. Carbery et al. (2003) and Wood (1997) presented information related to the impact that the job position of the employee may have on turnover, yet information pertaining specifically to the gaming industry appears to be absent.

One of the more frequently researched variables that relates to turnover is job satisfaction. The literature has chosen to segment job satisfaction into two areas, the intrinsic and extrinsic job satisfaction factors (Ghiselli et al., 2001), while some authors have just chosen to observe job satisfaction as a whole (LaLopa, 1997; Mobley, Griffeth,

Hand, & Meglino, 1979; Ohlin & West, 1993; Porter, Steers, Mowday, & Boulian, 1974).

Summary

This research focuses on supervisor gender as it relates to the areas of job satisfaction and an important result of decreased levels of job satisfaction, turnover. The areas of gender, job satisfaction, and turnover have received a plethora of attention across academic and trade publication within a variety of disciplines. One area in particular, the hospitality industry, has received considerable attention, with the exception of the casino-entertainment industry. This research hopes to add to that literature. This study adds to the existing research by providing answers to whether or not supervisor gender issues exist in the casino-entertainment industry in terms of job satisfaction and supervisor turnover intention. The next section of this dissertation focuses on the research methodology used to analyze data obtained from a casino-entertainment employee survey.

CHAPTER 3

METHODOLOGY

According to Zikmund (2003), a research design refers to the master plan for specifying the methods and procedures for collecting and analyzing the information to answer a research question. A thorough review of the academic literature related to gender, job satisfaction, and turnover concludes that the most frequently published articles on the topics are, for the most part, quantitative in nature. The methodology chosen for a research study is based on the best way to solve the research question. Research on the topics of job satisfaction and turnover as they relate to supervisor gender is best completed using a large sample size; therefore a quantitative study would be the most applicable methodology to pursue. Although qualitative methodologies, such as ethnography, could be useful in collecting in-depth information related to these topics, the smaller sample size required for that type of research makes it difficult to comfortably generalize any results to the larger population.

When taking a closer look at existing quantitative research across business, social sciences, and hospitality, the majority of this research is conducted through the use of surveys. Within the hospitality industry, surveys have been used in both large and small scale research to ascertain information related to their respective topics (Ghiselli, La Lopa, Bai, 2001; Gu & Siu, 2009; Pizam & Ellis, 1999). From a methodological perspective, the use of a survey provides researchers with a cost effective and accurate means of assessing information about a population (Zikmund, 2003).

Population and Sample

The population for this study are employees within the casino-entertainment segment of the hospitality industry. Because accessibility to the entire population for the purpose of this research is not feasible due to data accessibility, costs, and time restrictions, a sample of the population must be utilized. For this study, a sampling of employees from three casino-entertainment resorts and their corporate offices in Nevada was used. Although gaming is available in many other states within the United States (and around the world in places such as Singapore and Macau), Nevada is recognized by the American Gaming Association as being home to the largest concentration of gaming establishments and thus the largest number of casino-entertainment industry employees (American Gaming Association, 2009).

The data obtained from the sample was secondary and was a result of an employee survey given by a company to their employees at three of their casino-entertainment properties and their respective corporate offices in 2007. These three properties were chosen for this research because they were the only ones included in the secondary data. The survey was given internally to all employees of the company. No one not employed by the company was permitted to complete the survey. The issues associated with the use of secondary data are presented below.

Secondary Data

Secondary data is commonly used in social science academic research and, according to Atkinson and Brandolini (2001), the use of this type of data is increasingly popular. Secondary data is often times used to assist in the re-analysis of data for the

purpose of addressing research questions not addressed in the original study (Glass, 1976). Secondary data is commonly gathered and recorded by a secondary party prior to and for a purpose other than a current project (Zikmund, 2003). This research is no exception.

There are several advantages to using secondary data in research. First, there is the issue of time. The time necessary to collect the data is mitigated when using secondary data because commonly the data already exists. For example, in their study of gender percentages in the hospitality industry, Woods and Vieland (2000) utilized existing EEO-1 reports (a form used by the Equal Employment Opportunity Commission to track demographics of employees in a workplace) from various hotels in the United States. This research did not require the time and effort to create and distribute a new survey.

Secondary data has also been used in the study of gender. Valentine and Godkin (2000) presented the results of a 7,700 respondent National Longitudinal Survey of Youth. Specifically, they removed applicable variables within the survey to discuss the perceptions of gender in leadership. Voydanoff (1980) utilized a study collected in 1969 by the Employment Standards Administration of the U.S. Department of Labor. Her research looked at 1,533 respondents in the area of job satisfaction.

Another advantage, because the data already exists, is a possible reduction in costs to the researcher. Presumably the costs of the data collection were incurred by the original party, and in the case of this research they were. An exception to this premise is if the data has to be purchased by the researcher, which, in some large scale research projects, may be required. Access to third party data related to human resources is also

traditionally difficult to access because of restrictions put in place by labor unions to protect the interests of their employees.

There are also disadvantages in the use of secondary data. First, there can be questions of accuracy. There may be no or limited information concerning how the survey was created, distributed, and collected. Second, ethical issues related to collection or use may not be known to a secondary user. For example, was the respondent's anonymity kept? Were proper steps taken to minimize risk to the respondents? Third, and, finally, if some data is missing or if follow-up research is required it can be difficult if not impossible to contact the original participants.

In this research, secondary data was used to determine employee job satisfaction and turnover intention of employees at three casino-entertainment properties. This data set is being used for several reasons. First, because casino-entertainment data is difficult to obtain, there is added long-term value in conducting this research on a type of data that is not frequently seen in academic literature. Second, the sample size is large. A total of 961 employee surveys were collected across three Nevada gaming properties and their corporate office. A sample size this large will mean that the results of this study will be one of the largest samples for research related to job satisfaction and turnover in the casino-entertainment industry. Third, this research will be one of the few studies that analyze supervisors' gender and supervisor satisfaction, and the only research to date to studies the differences in employees' supervisor satisfaction as it relates to the gender of his/her supervisor within the casino-entertainment industry.

Sample Collection

The data used in this research is the result of a survey distributed to all employees at three separate casino-entertainment properties within the state of Nevada and their corporate office. Each property was affiliated with the same company and can be considered a casino-entertainment resort based on the commonly accepted definitions of these types of establishments (Kilby, Fox, & Lucas, 2005; Schwartz, 2003). All employees, regardless of their department, length of time with the company, or job title, were asked to complete the survey.

At the end of the survey period, 961 usable surveys were obtained by the company. Based on discussions with members of the parent company, this researcher found that the survey was created and distributed with the purpose of identifying employee job satisfaction levels across the company and within departments. Details relating to what the company did with the results of the survey are not known, nor is there any information about additional surveys that will be conducted. This was not the first survey that was distributed to employees of the company. Similar surveys had been distributed in the past, although it is not known if the surveys were exact replications of one another, or when the previous surveys have given.

Survey Design

The survey, which was created by the company researched in this study, contained questions that were both quantitative and qualitative in nature (see Appendix 1). All questions in the survey, as well as the layout and design of the survey, were the responsibility of the company, not the researcher. The survey was divided into five

sections: (1) employee identification questions, (2) company questions, (3) department questions, (4) supervisor questions, (5) and direction questions.

The quantitative questions used two scales to record the responses. All but one of the quantitative questions utilized a 5-point Likert-type scale for respondents' answers (Likert, 1932). Within this scale, "1" represented "strongly disagree," "2" represented "disagree," "3" represented "neutral," "4" represented "agree," and "5" represented "strongly agree." The remaining one question provided the respondent with one of three choices for a response: "no," "maybe," and "yes." The one question that used this three choice scale was: "If I was offered the same job (with similar pay and benefits) working for a different supervisor within our company I would take the job." Because this question related to turnover, it was used to answer research question 3a.

The 40 questions in the survey had two primary purposes. The first was to obtain general information such as respondent's employee identification number, department, and information on his or her supervisor. These questions, in the initial survey, were designed strictly for tracking purposes and not for measurement of satisfaction. The second purpose was to give the employees the chance to respond to questions related to their impressions of the various aspects of their job and the company's direction.

For the purpose of this research, four of the five sections were of interest: (1) demographic information, (2) company, (3) department, and (4) supervisor. Questions related to company direction, the fifth and final section, were not used in this research, but may be used in future research.

To ensure anonymity in this dissertation, these three properties are referred to as: "Property A," "Property B," and "Property C." Each property contained multiple

recreation and dining facilities. There were casinos and lodging at each of the locations that catered to a wide variety of customer demographics. The survey was also given to employees at the properties' corporate office. Further information about the properties will not be given in order to ensure anonymity of the company. At the time of publishing this dissertation, all three properties were still operating under the same names.

Satisfaction Variables

The company, department, and supervisor sections of the survey results contained an overall satisfaction variable. These variables were used to conduct analysis in this research. These three variables were used as the independent variables in each of the hypotheses listed later in this chapter. Each of these variables represented a composite score of the survey questions in their corresponding section (company, department, or supervisor). Appendix 1 contains the questions that were utilized in the creation of the overall composite score. There were 11 questions that were used in the creation of the company and department satisfaction variables, while 10 were used in the composite value for supervisor satisfaction variable.

Turnover Variable

The survey contained a question related to the respondent's intention to turnover at the supervisory level. This question provided the variable that was used to answer the research question related to turnover (3a). The supervisor turnover intention identified the respondent's desire to continue his/her job with equal pay and benefits, but with a different supervisor.

Job Location Variable

The data identified which department the respondent worked in at the time of survey completion. Because this was known, a categorical variable was created for this research to group the respondents into “front of house” or “back of house.” This assignment to the front of house or back of house was based on commonly assigned department groupings found in academia (Ninemeier & Perdue, 2008). See Table 1 for these groupings.

Hypotheses

Based on the research questions proposed in Chapter 1, five primary hypotheses have been put forward for testing. These hypotheses are the foundations for determining which data analysis techniques were used in an attempt to answer the research questions presented earlier in this dissertation. The primary hypotheses are as follows:

In the casino industry:

Hypotheses 1: There is a significant difference between the perceived organization satisfaction mean value for employees with a male supervisor and the perceived organization satisfaction mean value for employees with a female supervisor.

Hypotheses 2: There is a significant difference between the perceived department satisfaction mean value for employees with a male supervisor and the perceived department satisfaction mean for employees with a female supervisor.

Hypotheses 3: There is a significant difference between the perceived supervisor satisfaction mean for employees with a male supervisor and the perceived supervisor satisfaction mean for employees with a female supervisor.

Hypotheses 4: There is a significant difference between the perceived supervisor satisfaction mean for employees who work in the front of house as opposed to the perceived supervisor satisfaction mean for employees who work in the back of house.

Hypotheses 5: There is a significant difference between the means of the combination of the supervisors' gender and job locations when compared to employees' perceived supervisor satisfaction mean.

However, these five primary hypotheses are not the only ones presented in this research. One secondary research hypothesis was created based on the results of the primary hypotheses testing. The hope was that this secondary hypothesis could further add to the findings that related to supervisor gender and an employee's supervisor satisfaction level. The secondary hypothesis that was created is:

Hypotheses 3a: The proportion of the perceived supervisor turnover intention for employees with a male supervisor significantly differs from the proportion of the perceived supervisor turnover intention for employees with a female supervisor.

A summary of the hypotheses tests, along with their corresponding independent and dependent variables, is found below (see Table 5).

Table 5

Hypotheses List

Hypotheses	Test Type	Independent Variable	Dependent Variable
1	T-test	Supervisor Gender	Company Satisfaction
2	T-test	Supervisor Gender	Department Satisfaction
3	T-test	Supervisor Gender	Supervisor Satisfaction
4	T-test	Job Location	Supervisor Satisfaction
5	2 x 2 Factorial Design ANOVA	Supervisor Gender/Job Location	Supervisor Satisfaction
3a	Chi-square	Supervisor Gender	Supervisor Turnover Intention

Data Analysis

Based on the primary and secondary hypotheses presented above, a series of statistical techniques were utilized to test these hypotheses. The attributes of each of the variables and the research questions determined the type of test that was used. For hypotheses 1, 2, 3, and 4, t-tests were run in SPSS version 17.0. In tests 1, 2, and 3, t-tests were utilized because the independent variable (supervisor gender) is categorical in nature and the respective dependent variables (company satisfaction, department satisfaction, and supervisor satisfaction) are continuous in nature. Hypotheses 4 utilized a t-test to test the significant differences between the two possible job locations and supervisor satisfaction. According to Hair, Black, Babin, and Anderson (2010), the t-test can be used to assess the statistical significance of the differences between sample means.

Research related to gender in the workplace has also utilized the test (Anderson & Martin, 1995).

The fifth hypothesis was addressed using a 2 x 2 factorial design analysis of variance (ANOVA) in SPSS version 17.0. According to Hair, et al., (2010), ANOVA is a univariate technique for analyzing group differences for two or more groups. The ANOVA in this research was run based on the gender of the supervisor and where the supervisor was working (in a front of house or back of house department) at the time of survey completion. Based on this, each supervisor could fall into one of four categories: (1) female back of house, (2) female front of house, (3) male back of house, or (4) male back of house. The ANOVA attempts to isolate which combination of job location and supervisor gender had the most significant difference when looking at an employee's level of satisfaction with his or her supervisor (see Figure 4).

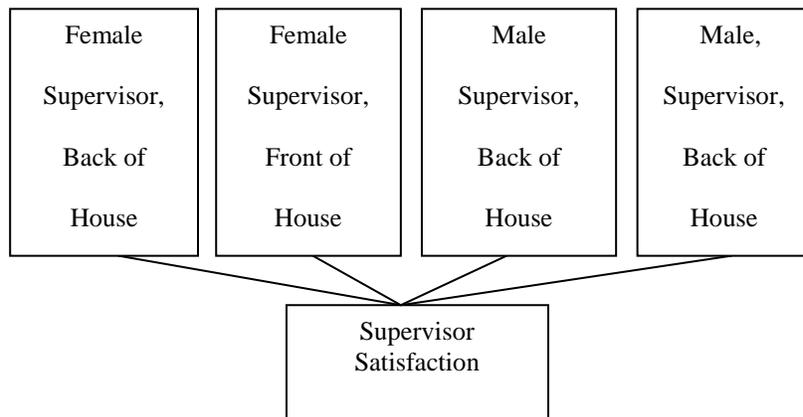


Figure 4. Graphical representation of variables used in hypothesis 5.

For hypotheses 3a, a Chi-square test was run in SPSS version 17.0. A Chi-square test was chosen because both the independent variable (supervisor gender) and the corresponding dependent variable (supervisor turnover intention) are all categorical. Chi-

square tests exist within the literature related to the hospitality and tourism industry and are used to determine statistically significant differences between variables. One notable article (Lawton, Weaver, & Faulkner, 1998) used Chi-square successfully to analyze nearly 3,200 timeshare owner satisfaction levels.

Summary

The data used in this research may provide an insight into the topics of gender in the workplace, employee job satisfaction, and employee turnover intention. The data used in this study is secondary in nature, and, although the survey instrument was not created by the researcher for this dissertation, it does present actual information about the casino-entertainment segment of the hospitality industry. This data, because of its uniqueness, provides an opportunity to contribute academic-style research to the existing body of knowledge. Additionally, the results of this statistical analysis may provide information that benefits managers within the casino-entertainment industry.

In summary, a series of five primary hypotheses were created based on the research questions outlined in earlier chapters. These primary hypotheses guided the use of t-tests and ANOVA to analyze the data. The results of these tests created the need for one secondary hypothesis that utilized the use of a Chi-square test (hypothesis 3a) to answer it. The next chapter will present the findings of these tests.

CHAPTER 4

RESULTS

Introduction

This chapter will be divided into several sections to present the findings of the data analysis. The first section will provide a summary of the descriptive data that pertains to the respondents who completed the survey. This section will look at a variety of attributes including: property/properties the employee was working at when completing the survey, job location (front of house or back of house), tenure within the company (how long the employee had been working for the company when he/she completed the survey), and the gender of the respondent's immediate supervisor.

Second, this chapter will present the findings of each statistical test that was run. T-tests, ANOVA, and a Chi-square test were used in this research. Specific information related to each test will be presented in both paragraph and tabular form, if applicable.

Reliability

Reliability, according to Hair, Black, Babin, and Anderson (2010), refers to the assessment of the degree of consistency between multiple measurements of a variable. In an attempt to assess internal consistency of the instrument, the reliability coefficient was calculated. The measure used Cronbach's Alpha as this is the most widely used measure. The alpha coefficient for the 961 survey items is .833, suggesting that the items have relatively high internal consistency, as a reliability coefficient of .70 or greater is considered acceptable in most social science research situations.

Validity

Content validity, also referred to as face validity, is achieved by conducting pilot studies in hopes of developing a scale that is actually measuring what it is intended to measure (Hair et al., 2010). Because of the secondary nature of this data, it's not possible for the researcher to independently ensure content validity of the survey.

Descriptive Data Summary

Property

The company and their respective properties that were studied in this research will remain anonymous. The employees who participated in this survey were employed within one of the three properties of the company or the corporate office. In some situations, the employees were employed by multiple (two or three) properties within the company. A breakdown of this variable is as follows: (1) Property A, (2) Property B, (3) Property C, (4) employed at two properties within the company simultaneously, or (5) employed at the corporate level or at three properties within the company simultaneously (Table 6).

Property B had the largest percentage of respondents with 320 (33.3%), followed by Property A with 286 (29.8%), Property C with 241(25.1%), Corporate/Three Properties with 102 (10.6%), and Two Properties with only 12 (1.2%) respondents. Respondents who worked at only one property made up 88.1% of the total sample, and employees who worked for two or more properties made up 11.9% of the total sample. This was the respondent's position at the time of survey completion and is not reflective

of any previous experience or positions within the company. These descriptive data are presented in tabular form in Table 6.

Table 6

Descriptive Statistics

Demographic Category		Number (n=961)	%
Respondent Property	Property A	286	29.8
	Property B	320	33.3
	Property C	241	25.1
	Working for Two Properties	12	1.2
	Corporate/Three Properties	102	10.6
	Total	961	100.0
Job Location	Front of House	407	42.4
	Back of House	554	57.6
	Total	961	100.0
Tenure	< 3 Months	64	6.7
	3 Months – 6 Moths	66	6.9
	6 Months – 1 Year	65	6.8
	1 Year – 2 Years	144	15.0
	2 Years – 5 Years	239	24.9
	> 5 Years	383	39.9
	Total	961	100.0
Supervisor Gender	Female	389	40.5
	Male	572	59.5
	Total	961	100.0

Job Location

When each respondent completed the survey, he/she was classified as either a “front of house” or “back of house” employee. This breakdown, as indicated in Table 6, shows that the majority of respondents were employed in front of house (57.6%) as compared to back of house positions (42.4%). Further information concerning organizational unit of each respondent will not be provided since it presents an increased risk that the company may lose its anonymity.

Tenure

A total of 64 (6.7%) of the respondents had been with the company for 3 months or less; 66 (6.9%) of the respondents had been with the company for 3 to 6 months; 65 (6.8%) for 6 months to 1 year; 144 (15%) had been with the company for 1 year to 2 years; 239 (24.9%) for 2 to 5 years; and, finally, 383 (39.9%) had been with the company for 5 or more years. These results show that the majority of the respondents had been with the company for 2 years or more.

Respondent’s Supervisor’s Gender

The breakdown of supervisor gender in this research is similar to what has been reported in other segments of the hospitality industry (Woods & Viehland, 2000). Of the 961 responses, 572 (59.5%) had male supervisors. The remaining 389 (40.5%) respondents had female supervisors.

Hypotheses 1, 2, and 3

A t-test was utilized to test hypotheses 1, 2, and 3. Prior to running these t-tests, the applicable assumptions were tested. For the t-test, there are two primary assumptions. First, the data used in the test must be normally distributed. Second, the variance of the populations to be compared should be equal.

Normality

To test normality, histograms were conducted (Figure 4, Figure 5, and Figure 6) on the dependent variables of “company satisfaction,” “department satisfaction,” and “supervisor satisfaction.” The results of these histograms show that the data for these variables is normally distributed and thus the assumption is met. It should be noted that although the histogram for the supervisor satisfaction variable is slightly skewed to the right, it does still indicate a normal distribution.

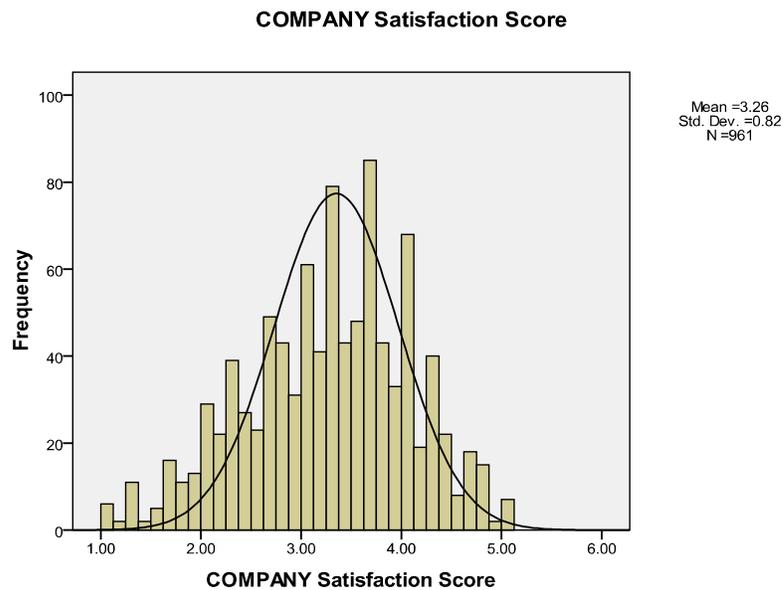


Figure 5. Company satisfaction variable normality histogram.

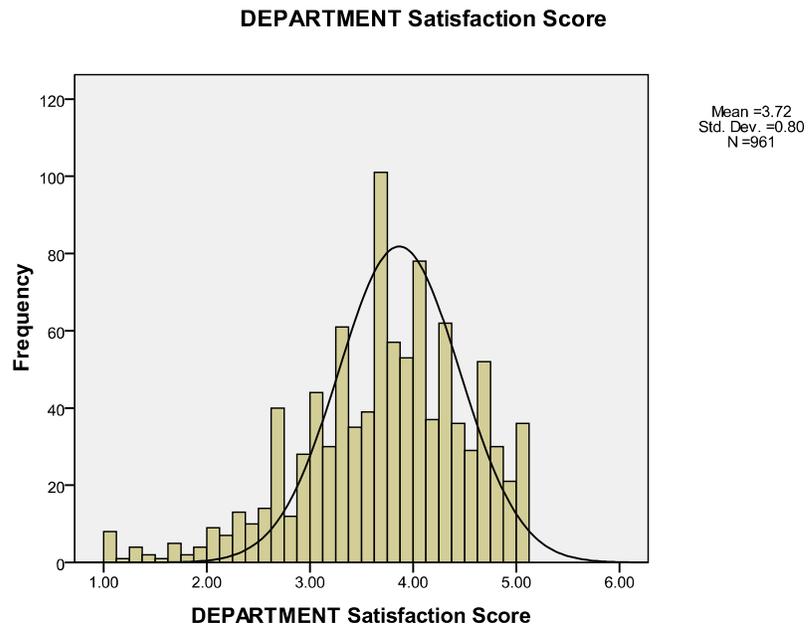


Figure 6. Department satisfaction variable normality histogram.

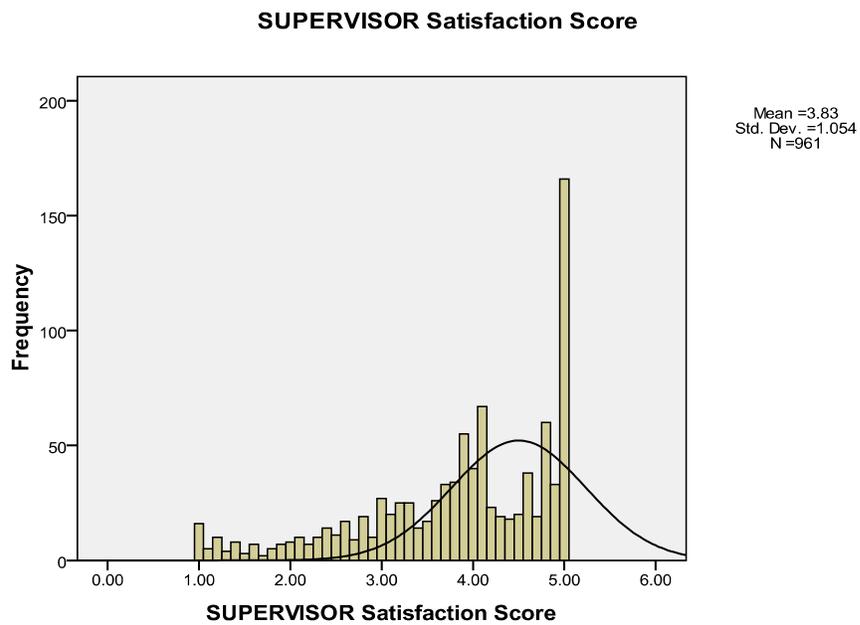


Figure 7. Supervisor satisfaction variable normality histogram

Equality of Variances

Once the assumption of normality was met for each of the three dependent variables, the second assumption of equality of variances was tested. The equality of variance assumption can be verified by running Levene's Test for Equality of Variance. The test was run and the results (see Table 7) indicated that the assumption of equality of variance is met for both the company and department satisfaction variables ($p > .05$). The assumption of equality of variance for supervisor satisfaction is violated ($p < .05$). The t-tests can still be run because the two populations (male supervisors and female supervisors) are not too different from each other in group size. SPSS will account for this non-equality of variance in the t-test results to correct for the violated assumption.

Table 7

Levene's Test for Equality of Variance

	F	Sig.
Company Satisfaction	.421	.517
Department Satisfaction	2.018	.156
Supervisor Satisfaction	5.156	.023*

Note. * $p < .05$

T-test Results

The t-test results are found in Table 8. Supervisor satisfaction had the highest mean score (on a Likert-type scale of 1 through 5) with a value of 3.83. Department

satisfaction had a value of 3.72, and company satisfaction results yielded a mean of 3.26. Both company satisfaction and department satisfaction were not significant ($t = .464, p > .05$; $t = .015, p > .05$, respectively). The only variable that showed significance was supervisor satisfaction ($t = -1.975, p < .05$). Based on these results, hypotheses 1 and 2 are not supported; however, hypothesis 3 is. The results presented indicate that the employees' level of company satisfaction and department satisfaction were not different between respondents who had a male supervisor and respondents who had a female supervisor. However, supervisor satisfaction did vary based on the gender of the employees' immediate supervisor. In this case, employees indicated a higher supervisor satisfaction score when their supervisor gender was male.

Table 8

Mean and Standard Deviation

	Mean (Male)	Mean (Female)	Mean (n=961)	Standard Deviation	t-value	p-value
Company Satisfaction	3.25	3.28	3.26	.820	.464	.643
Department Satisfaction	3.72	3.72	3.72	.800	.015	.988
Supervisor Satisfaction	3.88	3.74	3.83	1.054	-1.975	.049*

Note. * $p < .05$

Hypothesis 3a

A Chi-square test was utilized for hypotheses 3a. Like the t-tests used in hypotheses 1, 2, and 3, the assumptions were tested prior to running the Chi-square test.

The Chi-square has two assumptions: (1) a test of independence and (2) sample size restrictions. Both these assumptions were met. The data used in this survey is random and independent, and the sample size of 961 is more than adequate to conduct this test. Table 9 shows the results of the Chi-square test to determine if a difference did exist between supervisor gender and supervisor turnover. Based on these results, it appears that supervisor gender did not present a significant difference in supervisor turnover intention.

Table 9

Supervisor Turnover and Supervisor Gender Differences

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.412	2	.494
Likelihood Ratio	1.410	2	.494
Linear-by-Linear Association	1.409	1	.235
N of Valid Cases	961		

Hypothesis 4

The t-test results for hypothesis 4 can be found in Table 10. Since the supervisor satisfaction variable was once again the dependent variable in this test, the assumption testing does not need to be completed again. The results of this test indicated that there is not a significant difference when looking at job location and supervisor satisfaction. Supervisor satisfaction levels do not vary based on where the employee works (back of house ((BOH)) or front of house ((FOH))) ($t = 1.58, p > .05$).

Table 10

T-Test Results, Job Location and Supervisor Satisfaction

	BOH Mean	FOH Mean	t-value	p-value
Supervisor Satisfaction	3.88	3.74	1.58	.112

Hypothesis 5

The t-test used to test hypothesis 3 presented a result that indicated that employees with male supervisors do have higher levels of supervisor satisfaction. Additionally, since the t-test for hypotheses 4 indicated there was not a significant difference between job location and supervisor satisfaction, the four applicable combinations between supervisor gender and job location were tested to identify if there was significant difference in supervisor satisfaction. To test this, a 2 x 2 factorial design analysis of variance (ANOVA) was run.

Prior to running the ANOVA, the assumptions were verified. According to Hair et al. (2010), ANOVA has three primary assumptions: (1) independence of observations, (2) equal population variables, (3) removal of outliers, and (4) normality.

Independence of Observations

The survey was given to all employees within the organization and some chose not to complete the survey. Based on the researchers interview with a company representative, independence of observations was ensured during the initial survey.

Equal Population Variances

Based on the results of the Levene's Tests of Equality of Error Variance, this assumption has been met. The value presented showed that there was not a significant difference in the population variances (see Table 11).

Table 11

Test of Equality of Variance

	Value
Sig.	.094

Outliers

The data was checked for outliers and revealed that none were present. The absence of these outliers indicated that this assumption is met.

Normality

The dependent variable of supervisor satisfaction was checked for normality in previous statistical analysis associated with hypothesis 3. In these checks for normality, the variable was found to be normally distributed which would imply that this assumption is met. Additionally, because of the sample size of 961, the central limit theory would indicate that the data presented is normally distributed, which further adds to the meeting of this assumption.

ANOVA Results

The results of the ANOVA test showed that there is not a significant difference between the job location and supervisor gender combinations when compared with employee supervisor satisfaction (see Table 12).

Table 12

ANOVA Results

	df	Mean Square	F	Sig.
Corrected Model	3	2.49	2.25	.080
Intercept	1	12973.76	11723.53	.000
SupMale	1	3.17	2.86	.091
FOH	1	2.74	2.47	.116
SupMale * FOH	1	.77	.69	.404
Error	957	1.10		
Total	961			
Corrected Total	960			

This would indicate that, although supervisor satisfaction is different based on supervisor gender, the location of the supervisor and the respective gender does not have a significant influence on supervisor satisfaction, $F(1, 957) = .696, p > .05$. Thus, hypothesis 5 is not supported. Given that the interaction is not statistically significant, a follow-up post-hoc was not conducted.

Hypotheses Results

Based on the aforementioned results of the tests, the conclusions for the hypotheses are found in Table 13.

Table 13

Hypotheses Results

Hypotheses Number	Result
1	Rejected
2	Rejected
3	Accepted
4	Rejected
5	Rejected
3a	Rejected

Summary

The 961 respondent surveys were analyzed to provide information related to the topics of supervisor gender, job satisfaction, and turnover. To do this, hypotheses testing was completed on six hypotheses that were created based on the research questions presented in Chapter 1 of this dissertation. The next and final chapter of this dissertation will present the conclusions, limitations, and recommendations pertaining to this research.

CHAPTER 5

CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

The final chapter has several sections. First, a summary of the research will be presented. This summary will include a brief synopsis of the research questions, methodology, and hypotheses results. Second, the implications of this research will be discussed from the perspective of a variety of stakeholders: the casino-entertainment industry, the hospitality industry, and academia. The third section will present the limitations of this study. The fourth and final section of this paper will discuss future research.

Summary of Research

This research was conducted to study the differences of a supervisors' gender had when looking at an employees' satisfaction and supervisor turnover intention. After a review of the literature, it was determined that there was no academic research related to the impact of supervisor gender on the levels of satisfaction and turnover intention for employees within the casino-entertainment segment of the hospitality industry. To lay the foundation for filling this existing gap, seven research questions were proposed.

Within the casino-entertainment industry:

RQ 1: Is there a significant difference in perceived organization satisfaction for employees who have a male supervisor as opposed to a female supervisor?

RQ 2: Is there a significant difference in perceived department satisfaction for employees who have a male supervisor as opposed to a female supervisor?

RQ 3: Is there a significant difference in perceived supervisor satisfaction for employees who have a male supervisor as opposed to a female supervisor?

RQ 4: Is there a significant difference in perceived supervisor satisfaction for employees who work in the front of house as opposed to the back of house?

RQ 5: Is there a significant difference between employees' perceived supervisor satisfaction level and the combination of gender and job location of the supervisor?

RQ 3a: Does the proportion of perceived supervisor turnover intention for employees with a male supervisor differ from the proportion of perceived supervisor turnover intention for employees with a female supervisor.

The sample for this study were employees from three casino-entertainment resorts located in the state of Nevada in the United States, as well as their corporate offices. The data was secondary in nature and originally collected by the company to evaluate satisfaction, turnover, and general information of the employees within the company. The survey was made available for all employees to complete and, in the end, 961 usable surveys were obtained.

Out of the original survey questions, three questions related to satisfaction and one questions related to turnover intention were analyzed, in addition to employee job location (front of house or back of house) and supervisor gender (male or female). The job location and supervisor gender responses were given in raw form and were recorded into categorical variables so data analysis could be completed. The three survey questions related to satisfaction and turnover intention were quantitative in nature and thus the variables did not require additional recoding.

To answer the research questions outlined above, five primary hypotheses and one secondary hypothesis were developed based existing academic studies that have employed similar methodologies. The primary hypotheses were used to answer research questions 1, 2, 3, and 4. Although uncommon in research, one additional secondary hypothesis was also presented based on the findings of the hypothesis 3. In terms of statistical tests, t-tests were used to test hypotheses 1, 2, 3, and 4. A 2 x 2 factorial design analysis of variance (ANOVA) was used to test hypothesis 5. And, finally, a Chi-square test was used to test hypothesis 3a.

Hypotheses Discussion

Satisfaction

Hypotheses 1, 2, and 3 related to employees' overall satisfaction with the company, department, and supervisor. Some research asserts that employee job satisfaction has a direct relationship to company profitability (Arnett, Laverie, & McLane, 2002), while others say that it has a direct impact on customer satisfaction (Chi & Gursoy, 2008). The level of satisfaction can impact a variety of things such as turnover and customer satisfaction.

According to existing research, the leadership a supervisor provides can influence employee's company satisfaction (Gu & Siu, 2008; Yamaguchi & Garey, 1994). In this study, a leader's gender was tested to see if there were differences in terms of company satisfaction and it was found that there were none. This implies that, although leadership attributes, such as empowerment and communication, have been shown to influence satisfaction in previous research, the gender of a supervisor (leader) in the casino-

entertainment industry may not have an influence on overall company satisfaction (Go, Monachello, & Baum, 1996; Whetten & Cameron, 1995). This was not an entirely surprising finding since up to this point supervisor gender had not been shown in the literature to impact overall company satisfaction. The gender of supervisor is only one variable in a long list of variables that may impact an employee's perception and satisfaction level related to their company. From employee meal programs to accessibility to employee dependent health benefits, there are more macro-level variables that would impact employee satisfaction at this level.

The second hypothesis was tested to determine if employees' department satisfaction varied with respect to supervisor gender. Based on the hypothesis test, no differences were found.. Although there may be other variables that impact department satisfaction, gender of the supervisor appears not to be one of them. The cause for this may be similar to the explanation of the company satisfaction hypothesis test. An employee's satisfaction at the department level has been shown to be impacted by variables such as compensation and job duties, but not gender of the supervisor.

The third hypotheses looked at supervisor gender to see if differences existed in the mean value for employees' supervisor satisfaction. According to the literature, male supervisors have been shown to receive more favorable evaluations within the workplace (McGlashan, Wright, & McCormick, 1995). This has been reaffirmed by Cann and Siegfried (1987), who found that subordinates tend to prefer male leadership. This assumption is verified in this research in terms of supervisor satisfaction score.

In order to try and isolate more attributes of the supervisor, job location was factored into the hypotheses testing for hypotheses 4 and 5. As a whole, the job location

(front of house or back of house) did not reveal significant difference when looking at supervisor satisfaction. This would make sense because the assumption is made that all employees are following the same company policies and procedures regardless of their job location. The results were inconclusive. No significant differences were found in supervisor satisfaction when compared to the combination of job location and supervisor gender. .

This could also be because a supervisor within this organization governs by a universal set of leadership guidelines that are prescribed by the company. Male supervisors follow the same set of policies and procedures that female supervisors follow. This fact may further confirm the presence of the differences in leadership styles (masculine vs. feminine) that are discussed in the literature (Moskal, 1997; Valentine & Godkin, 2000). For example, male leaders have been shown to exhibit masculine leadership skills such as being very goal/task oriented, while female leaders have been show to exhibit feminine leadership skills like relationship building (Andorka, 1998; Moskal, 1997).

Turnover

The study of turnover, like job satisfaction, is common in the academic literature (Allen and Mayer, 1990; Bai, Brewer, Sammons, & Swerdlow, 2006; Bartol, 1976; Baruch and Winkelmann-Gleed, 2002; Bedeian, Ferris, Kacmar, 1992; Bluedorn, 1982; Carbery, Garavan, O'Brien, McDonnell, 2003, Carsten and Spector, 1987; Ghiselli, La Lopa, and Bai, 2001; Guerrier, 1986; Hellman, 1997; Hinkin and Tracey, 2000; Hom and Kinicki, 2001; Johnson, 1985; Kanter, 1976; LaLopa, 1997; Mobley, Griggeth, Hand, and Megliano, 1979; Ohlin and West, 1993; Pizam and Ellis, 1999; Porter, Steers, Mowday,

and Boulian, 1974; Rohodes and Doering, 1983; Wood, 1997; and Woods, 1997). Variables related to a company's policies are cited as an influence of an employee's willingness to leave a company (Hinkin and Tracy, 2000; Pizam and Ellis, 1999). Within the casino-entertainment industry, however, there is no literature that looks at the gender of an employee's supervisor as cause for turnover in the company. This study, however, looked at employee's supervisor turnover intention. This referred to an employee's desire to work for a different supervisor. As identified in the literature, this research showed that differences in supervisor satisfaction did exist when compared to supervisor gender (Deaux, 1984; Taynor & Deaux, 1973, 1975). However, the discussions of supervisor gender within the literature have not discussed the idea that supervisor gender may have an impact on an employee intention to leave that supervisor. In this research, the Chi-square results found no differences between supervisor gender and an employee's desire to have a different supervisor. Since the idea of supervisor gender has not been looked at as a cause of employee turnover within the casino-entertainment industry, these results provide a compliment to the existing literature, but were unable to rebuke or concur with the results of any previous studies.

Implications of the Findings

Difference in supervisor gender has been shown not to have an impact on satisfaction at the department and company level. This may be for several reasons. First, despite upper-level management being dominated by males, the presence of an almost 50/50 split of men and women in the hospitality environment may imply that the traditional views on gender in the workplace are changing. It can be hoped that the days

of the “good ol’ boys” club is coming to an end, the cracks in the glass ceiling are giving way, and that the ceiling will eventually disappear. These implications related to gender in the workplace go well beyond the slot machines and sports books of casino-entertainment property. The shattering of the glass ceiling and removal of the “good ol’ boys” club means that females can finally have an equal chance to move both horizontally and vertically through an organization without roadblocks.

The casino-entertainment industry does share attributes with others industries in terms of gender in leadership roles. As discussed in Chapter 2 of this dissertation, it was found that casino-entertainment industry is unique when compared to other segments of hospitality. But in the case of supervisor gender, it does share at least one attribute: the relationship between supervisor gender and employees’ perception of that supervisor in terms of satisfaction. Casino-entertainment industry properties, such as the ones studied in this research, may have realized that there has been a difference in supervisor gender perceptions in the past and have since created an environment to counteract these differences in perceptions. It is quite conceivable that the traditional roles of men and women in the workplace may be changing at the organizational level. As more women enter executive positions and perform at the same (if not higher levels) than their male counterparts, an employee no longer sees a man or women in a position; they now see a leader.

From a supervisor and employee standpoint, the implications of this study show that male supervisors received higher satisfaction ratings. If this is the case, within this company, traditional attributes on gender in leadership and at the supervisor/subordinate level may still exist and should be addressed. By addressing these issues through greater

understanding of the research, organizations can take steps through retraining, development, and coaching to ensure that the every supervisor, not just males, is creating the best possible work environment for their employees. The long term impact of having dissatisfied employees, or an inconsistency in the satisfaction levels, are not desirable for any organization let alone one in the service industry.

This study adds a new contribution to the literature. In terms of methodology, no hospitality industry research, to date, has studied supervisor gender in the areas of job satisfaction and employee turnover in the casino-entertainment industry. The implications of this study can be seen from a variety of perspectives within the casino-entertainment industry; there are implications for the companies as a whole, the managers and supervisors within the company, and the employees themselves.

The hospitality industry is a demanding industry. The heterogeneous service experience can create stressful situations for employees in an environment that has traditionally experienced thin profit margins. From the standpoint of human resources, the industry is faced with, as seen in the past, high levels of turnover and lower than average wages when compared to other industries. These two factors have been the catalyst for managers to continue their focus on ways to effectively manage their workforce.

The results of the research do not, under any circumstances, imply that females should not be given the opportunity to move into supervisory and other leadership roles within the company. Additionally, this research does not imply that employees with female supervisors were not as satisfied in their jobs. This research shows that employees with male supervisors have higher levels of job satisfaction when looking at

these 961 respondents in this company at the time the original survey was distributed. This does support the initial findings that there are differences in employees' perceptions of male and female supervisors. But, is it the fact that the supervisor was male versus female, or the fact that the supervisor exhibits masculine versus feminine leadership characteristics?

These differences have the potential to create practical problems in the way men and women interact within the workplace and thus have an impact on job satisfaction and turnover (Morgan, 1997). The results of this research have implications for the following reasons. First, according to multiple studies, there are negative preconceptions about women within the workplace and these preconceptions have been shown to have an impact on how women are appraised (Deaux, 1984; Taynor & Deaux, 1973, 1975). It should be noted, however, that these studies are quite old and perceptions, at least in the company used in this research, appear to have changed. If we think about the satisfaction score in terms of an appraisal of supervisor performance, the results of this research validate what was previously found in the literature about female employee evaluations; employees are likely to rate supervisors differently based on their gender. If this is the case, managers and organizations as a whole need to address this trend in hopes of identifying what this is occurring and reverse the trend. In an industry with close to half its workforce being female, there will continue to be females in supervisory positions.

As we have seen from previous literature, it is not the gender that leads to differences in perceptions; it is the presence of the masculine versus feminine leadership characteristics (Andorka, 1998; Moskal, 1997). No matter how minor they may be, the differences that the gender of an employee's supervisor may create could present very

different perspectives in an identical company situation (Jeanquart-Baron & Sekaran, 1994). These differences have the potential to create practical problems in the way men and women interact within the workplace and thus have an impact on job satisfaction and turnover (Morgan, 1997). Because of this, organizations within the casino-entertainment industry can't afford to have a significant percentage of their employees unsatisfied with their superiors.

Limitations

All research has limitations, and this study is no exception. The data used in this research was secondary, and, although it does provide value because it was collected in an actual work environment, it still has its limitations. First, it is not known if the original survey questions were created and organized based on the existing academic literature related to job satisfaction. They were most likely based on what the company's executives and human resources department wanted to know. Although this survey served as a beneficial tool for the company, surveys used in academic literature typically use questions that are grounded in existing academic literature on sound methodology and have been validated through repeated trials.

Second, and probably related to the previous point, there was a fundamental flaw in the question related to tenure on the original employee. The answers for the question "how long have you worked for the company?" gave the following choices:

1. Less than 3 months,
2. 3 months to 6 months,
3. 6 months to 1 year,

4. 1 year to 2 years,
5. 2 years to 5 years, and
6. More than 5 years

What would an employee choose if they had worked for the company for 1 year?

Would they choose response 3 or 4? This simple survey design flaw could have been mitigated if the survey creators were familiar with the appropriate research methodology. This does not imply that every academic researcher creates flawless surveys, but errors such as the tenure questions could be reduced.

Third, although the survey was confidential, it was not entirely anonymous at the time of collection. In the original data set, a unique employment number was given to each employee and associated with each respondent's survey. Although there is no evidence to suggest that the employee responses were influenced based on this lack of anonymity, it does imply that there was the chance that several types of bias may have existed. These biases include acquiescence bias, which indicates that all respondents will tend to agree with each of the questions or concur with positions outlined in the survey. Employees would have just answered certain questions with high rankings on the Likert-type responses. Interviewer bias may have been present which means that the respondents' answers were influenced by the presence of the interviewer (in this case the company). If the employee wanted to make themselves, or the company, appear better than they or it actually was, social desirability bias may have been present. Future research could mitigate the potential of these biases from occurring by ensuring that respondents did not need to enter their identification numbers. This approach would have been more ethical as well. The use of technology can ensure that an employee completes

a survey once while not including identifying information. However, since employee records and their respective employee identification number were not disclosed to this researcher, the respondents did have anonymity in the analysis conducted for this dissertation.

Fourth, the results of this study are not generalizable to the entire global casino-entertainment industry. However, this research can be a starting point for a better understanding of how supervisor gender may impact employee job satisfaction and employee turnover. This data contains a sample of three properties within the same company, all of which are located in Nevada; therefore, the results could be generalizable to the company studied and may present opportunities for researchers to continue study of the casino-entertainment industry at a later date. Opportunities for future research will be discussed in greater detail below.

Fifth, there were certain variables not present in this research that would have been very helpful. The gender of the respondent would have been critical in further the analysis. Research does exist that identifies the relationship between an employee's gender and his/her supervisor's gender and how that may impact supervisor satisfaction. Having the respondent's gender would have enabled further analysis of the topic of the supervisor gender's and supervisor satisfaction. Also, it was not known if the supervisor who was referred to in the survey was the employee's only supervisor. If the employee has multiple supervisors, the results related to this variable will not be valid.

There were obvious limitations to this research, but limitations are found in every study. Based on the unique opportunity to analyze the data presented in this dissertation, the potential benefit outweighed these limitations. The results of this research added to

the limited literature available on the topic of supervisor gender and job satisfaction in the casino-entertainment industry.

Implications for Future Research

Because there was no existing literature related to supervisor's gender influence upon job satisfaction in the casino-entertainment industry, this study was somewhat exploratory in nature. To more comfortably generalize the results to the entire population, which in this case is the casino-entertainment industry, future research should be conducted to validate the findings of this research. One of the first recommendations for future research would be a modification of the survey instrument. Questions should be added and/or modified based on previous reliable and validated instruments.

Future studies could focus not just on attaining more samples from within Nevada, but could branch out to other municipalities around the country (e. g., Atlantic City and Biloxi) and the world (e. g., Singapore and Macau). Based on the research by Jeanquart-Baron & Sekaran (1994), the differences in supervisor gender may present very different perspectives in an identifiable situation. This fact implies that that future research on supervisor genders role in employee job satisfaction may differ greatly even within the casino-entertainment industry.

There is limited research on the casino-entertainment industry. As outlined previously in this research, a primary cause for this is the accessibility to properties within the industry. The casino-entertainment industry is notorious for keeping their human resources and operations data private and frequently restrict access by academic researchers. However, as this study has shown, secondary data can be utilized if it

becomes available. Researchers should try to continue to collect information from companies and offer their services to analyze the data in hopes of addressing the operational needs of industry.

Future research may also wish to focus on the cultural differences and perspectives of employees within an organization. Certain perspectives related to the role of gender may influence the perceptions of female supervisors in the workplace. Although there is nothing to assert that cultural differences or perspectives had an impact on the results in this research, nevertheless, this could be taken into account in further research endeavors.

Conclusion

This research was designed to contribute to the existing literature related to the casino-entertainment industry and the role of gender in the workplace and job satisfaction. It was found that no significant difference existed between supervisor gender and overall company satisfaction and department satisfaction, but employees with male supervisors did have higher levels of supervisor satisfaction. Further analysis found that no significant difference in supervisor satisfaction and the combination of job location and supervisor gender existed. Additionally, no significant differences were found to have existed between supervisor gender and an employees' willingness to have a new supervisor (supervisor turnover intention).

These results indicate that although many of the workplace gender issues of the past have been removed from the work environment studied in this research, some issues related to supervisor satisfaction may still be present. This fact should force academics

and members of industry to continue their focus on these issues to ensure a sense of equality and high levels of satisfaction among all employees within the casino-entertainment industry.

Opinions of why the results of this research came out the way they did were presented. These reasons included the unique characteristics of the hospitality industry workforce, an awareness of uniform policies and procedures related to the work environment studied in this research, and a reaffirming of what factors actually lead to satisfaction levels within the organization.

APPENDIX 1

EMPLOYEE SURVEY QUESTIONS

Employee Identification

How long have you worked for our company?
At which property do you primarily work?
In which department do you work?
Who is your immediate supervisor/manager/director?

Company Related

Compared to similar companies in the community, I am satisfied with my benefit package.
I would recommend this company as a good place to work to a friend or relative.
My co-workers would recommend this company as a good place to work to their friends or relatives.
I am paid fairly for the work I do.
There is good teamwork within this company.
I am motivated to see this company succeed.
The company does a good job keeping its TEAM PLAYERS.
If I had a choice to make I would choose to work for this company again.
This company values all TEAM PLAYER opinions.
Employees at the [competing hotel] would rather be working here.
If I was offered the same job (with similar pay and benefits) working for a DIFFERENT COMPANY I would take the job.

Department Related

I enjoy working in this department.
My co-workers enjoy working in this department.
My department works as a team.
I receive all information regarding policies, procedures, announcements, and opportunities that may affect me.
My job requirements and job expectations are clearly communicated to me.
I have the necessary equipment and tools to perform my job correctly.
My department uses service standards (question reworded to protect anonymity).
I am properly trained to do my job.
My co-workers are properly trained to do their jobs.
Executive Management frequently visits my department.
Compared to a year ago I am more satisfied with my job.

Supervisor Related

My supervisor is an effective leader.
My supervisor is friendly and helpful.

I feel comfortable approaching my Supervisor with problems or concerns.
My supervisor is a positive role model.
My supervisor listens to me and considers my ideas.
My supervisor reinforces the service standards within the organization (question reworded to protect anonymity).
My supervisor gives me feedback to help me improve my performance.
My supervisor treats everyone fairly.
I am satisfied with my supervisor.
If I was offered the same job (with similar pay and benefits) working for a DIFFERENT SUPERVISOR within our company I would take the job.

Direction Related

Our company is in a better place this year than last year.
During the past year and through today, the working environment has improved at our company.
Our company is headed in the right direction.

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