

Tiycce, M., Hing, N., Cairncross, G., & Breen, H. (2013). Employee stress and stressors in gambling and hospitality workplaces. *Journal of Human Resources in Hospitality & Tourism*, 12(2), 126-154.

Employee Stress and Stressors in Gambling and Hospitality Workplaces

Shortened Title:

Gaming employee stress and stressors

Authors:

MARGARET TIYCE

Researcher, Centre for Gambling Education and Research

School of Tourism and Hospitality Management, Southern Cross University

P.O. Box 157 Lismore NSW Australia 2480

Tel: +61 2 66 203 986

Fax: +61 2 66 203 565

Email: margaret.tiycce@scu.edu.au

PROFESSOR NERILEE HING

Director, Centre for Gambling Education and Research

School of Tourism and Hospitality Management, Southern Cross University

P.O. Box 157 Lismore NSW Australia 2480

Tel: +61 2 66 203 928

Fax: +61 2 66 203 565

Email: nerilee.hing@scu.edu.au

DR GRANT CAIRNCROSS

Senior Lecturer, Centre for Gambling Education and Research

School of Tourism and Hospitality Management, Southern Cross University

Hogbin Drive, Coffs Harbour NSW Australia 2450

Tel: +61 2 66 593 617

Fax: +61 2 66 593 206

Email: grant.cairncross@scu.edu.au

DR HELEN BREEN

Senior Lecturer, Centre for Gambling Education and Research

School of Tourism and Hospitality Management, Southern Cross University

P.O. Box 157 Lismore NSW Australia 2480

Tel: +61 2 66 203 152

Fax: +61 2 66 203 565

Email: helen.breen@scu.edu.au

Employee Stress and Stressors in Gambling and Hospitality Workplaces

ABSTRACT

Employee stress has harmful effects for employees, organisations, families and society. However, employee stress, and the workplace stressors that create it, go largely unaddressed by organisations. Hospitality workplaces, including gaming venues, appear especially conducive environments for employee stress, although little research has focused on stressors in gaming venues. Through qualitative analysis of data from a previous study of gaming venue employees, this study investigated stressors in gambling workplaces. The analysis revealed that employment conditions, shift work, demanding work roles, emotional labour, patron interactions, uncertainty and lack of control, legal responsibilities, ethical concerns, and super-charged environments are key stressors for employees in gambling workplaces. In this regard gaming venue employees may face additional stressors to hospitality employees more generally. Policy and practical implications for human resource managers are discussed.

KEYWORDS: Employee stress, gambling workplaces, stressors, emotional labour, roles and responsibilities, gaming venues.

INTRODUCTION

Employee stress is a rapidly growing and widely recognised issue across contemporary industrialised societies (Cooper, 2006; LaMontagne, Keegel, Louie, Ostry, & Landsbergis, 2007). Its considerable negative effects on the productivity, and health and well-being of individuals, organisations and societies are well documented (Harter, Schmidt & Keyes, 2002; Horton & O'Fallon, 2011; Johanson, Youn & Woods, 2010). LaMontagne et al. (2007, p. 9) argue that 'job stress is rapidly emerging as the single greatest cause of work-related disease and injury, and is a significant contributor to the overall burden of disease in society'. The costs of stress are evidenced in increasing negative health outcomes reported across the US, Europe and Australia (Cooper, 2006; European Foundation, 1997; LaMontagne et al., 2007; Lazarus, 1995; Maslach, 2006). In the UK, over 10 million working days are estimated to be lost each year to stress, and related depression and anxiety, with mental illness costing the country's economy more than £10 billion a year (Gilmour & Patten, 2007). In Europe and Australia as many as 25 percent of employees have reported job stress levels negatively affecting their health and wellbeing, and their ability to function as expected at work (Faragher, Cass & Cooper, 2005; LaMontagne et al., 2007; Paoli & Merllie, 2000). Indeed, Montgomery and Evans (2001, p. 21) argue that stress is now so pervasive and far-reaching that it is implicated in every physical and psychological disease and disorder, 'as either a trigger or a consequence'.

For organisations the costs of employee stress manifest in lower employee morale, work performance, job satisfaction and job commitment contributing to lower service quality, work effectiveness, organisational efficiency, productivity and profitability (Dunnagan, Peterson & Haynes, 2001; Faragher et al., 2005; Faulkner & Patiar, 1997; Humborstad, Humborstad & Whitfield, 2007; Iverson & Deery, 1997; Lerner et al., 2004; Maslach, Schaufeli & Leiter, 2001; Singh, 2000; Stanton, Balzer, Smith, Parra, & Ironson, 2001).

Stress has been associated with increased absenteeism and health related leave, with some research suggesting that 60 percent of absenteeism may be directly linked to work related stress (LaMontagne et al., 2007). Across many hospitality and service industries, high levels of job stress have been found to be significantly related to high staff turnover through association with lower job satisfaction and job commitment (Bai, Brewer, Sammons, & Swerdlow, 2006; Buick & Thomas, 2001; Davidson, Timo & Wang, 2010; Elangovan, 2001; Faulkner & Patiar, 1997; Iverson & Deery, 1997; Jackson & Maslach, 1982; Kim & Jogaratnam, 2010; Lv, Xu & Ji, 2012; Singh, 2000; Walters & Raybould, 2007). Thus, employee stress creates considerable costs for organisations.

The impacts of workplace stress on individual employees are significant. Research has established clear links between stress and physical and psychological health problems (Cordes & Doherty, 1993; Maslach, 2006; Folkman & Moskowitz, 2000; Lazarus, 1995; Spector & Jex, 1998; Spector, 1997; Stanton et al., 2001). Physical health problems include headaches, fatigue, nervousness, sleep problems, asthma, reduced immunity, high cholesterol, hormonal changes, ulcers, gastrointestinal illnesses, musculoskeletal conditions, hypertension, chronic fatigue disorders and cardiovascular disease (Folkman & Moskowitz, 2000; Grosch & Sauter, 2005; Maslach & Leiter, 1997; Montgomery & Evans, 2001; Selye, 1976; Spector & Jex, 1998; Stanton et al., 2001). Psychological strains include emotional and psychological distress, tension and irritability, frustration, anger, mood swings, and more serious mental illness, particularly anxiety, depression, suicide ideation, emotional exhaustion and burnout (Belkic, Landsbergis, Schnall, & Baker, 2004; Cordes & Dougherty, 1993; de Lange, Taris, Kompier, Houtman, & Bongers, 2004; Folkman & Moskowitz, 2000; Keith et al., 2001; Maslach, 1978, 2006; Maslach & Leiter, 1997; Melchior et al., 2007; Paoli & Merllie, 2000; Spector, 1997; Spector & Jex, 1998; Stanton et al., 2001; Van Der Doef & Maes, 1999; Wang, 2005). Job stress is also a major cause of anxiety and depression amongst

hospitality and service employees (Melchior et al., 2007; Paoli & Merllie, 2000; Shani & Pizam, 2009; Wang, 2005). When combined with job insecurity (a common feature of hospitality employment), high levels of job stress reportedly results in 13 times the incidence of anxiety and depression amongst employees (LaMontagne et al., 2007).

Intense workplace stress can also threaten a person's sense of identity, negatively impacting on self-esteem, self-confidence and self-competence (Maslach & Leiter, 1997). For employees, it can create a sense of powerlessness, disillusionment, alienation and despair eroding quality of life, meaning and purpose (Cooper, Drewe & O'Driscoll, 2001; Edelman & Mandle, 2010). This in turn negatively affects relationships with customers, co-workers, families and significant others, and impinges on an employee's ability to function as expected in the workplace and in society (Hsieh, Pearson & Kline, 2008; Magnini, 2009; Maslach & Leiter, 1997).

Recent research also suggests that workplace stress may be a significant contributor to the uptake of health risk activities, such as gambling, drinking and smoking (Deery, 2008; Guttentag, Harrigan, & Smith, 2012; Hing, 2007; Hing & Breen, 2005; Horton & O'Fallon, 2011; Hu, Luk, Leong, U & Van, 2012; Shaffer, Vanderbilt & Hall, 1999). These risky activities can compound negative experiences of stress and further erode a person's ability to function and cope (Folkman & Moskowitz, 2000). Moreover, stress results in costly flow on effects to society through the added burden it places on health, welfare, legal and other public services (Harter et al., 2002; Jackson & Maslach, 1982; LaMontagne et al., 2007; Maslach & Leiter, 1997; Schulte, 2006). In these ways, stress has considerable negative impacts not only on individual employees, but on their organisations, relationships, families and society.

While previous research has delineated workplace stressors across a range of hospitality settings, stressors experienced by employees in gaming venues have been long overlooked. Gambling researchers, however, have pointed to the highly stressful nature of

gambling environments (Frey & Carns, 1987; Hing & Breen, 2008; Hing & Nuske, 2012; Philamon, 2003) and employees in gaming venues have reported stress to be of particular concern (Hing & Breen, 2006; Hu et al., 2012; Taormina & Kuok, 2009). Given this research gap, greater investigation of the health concerns of employees in gaming venues is of considerable importance (Keith et al., 2001; Hing & Breen, 2005, 2008; Wu & Wong, 2008).

The aim of this study was to investigate the workplace stressors experienced by employees in gambling workplaces. More specifically, the research objectives were to: (1) identify what workplace factors (stressors) contribute to employee stress in gambling workplaces; (2) describe how these stressors contribute to stress for employees in gambling workplaces; (3) compare gambling workplace stressors with those in hospitality generally.

LITERATURE REVIEW

Stress and Work

General use of the term 'stress' encompasses both sources of stress or 'stressors', and the effects of stress on the individual or 'strains'. Stressors are present in working conditions, work roles, interactions and environments and it is the uncontrollable exposure to these stressors over time that can create stress and strains in individuals, and influence the way employees function and interact in their work (Dunnagan, Peterson & Haynes, 2001; Lazarus, 1995; Lerner et al. 2004; Spector & Jex, 1998). Stress is most often conceptualised as an interactive and variable relationship between an individual and the demands and constraints of their environment (stressors) (Lazarus 1995; Seyle, 1976). Thus, experiences of stress are associated with the prevalence and intensity of environmental stressors and each person's capacity and resources to cope with these stressors (Lazarus & Folkman, 1984; Hobfoll & Shirom, 1993; Schaufeli, Bakker & Van Rhenen, 2009).

Low level stress is considered a positive force, motivating employees and stimulating enthusiasm, engagement, creativity, performance and productivity (Harter et al., 2002; Selye, 1976; Warr, 1999). In fact, lack of work stimulation and challenge can lead to monotony, boredom and increased stress (Edwards, Caplan & Van Harrison, 1998; French, Caplan & Van Harrison, 1982; Harter et al., 2002; Iverson & Deery, 1997; Selye, 1976). However, where demands and constraints are perceived to exceed an individual's resources and capacities to cope, employees may experience undue stresses and strains (or distress) (Selye, 1976; Lazarus & Folkman, 1984). Under these conditions, work effectiveness, efficiency, performance and productivity is known to be hindered and the quality of work life decline as employees struggle to function and cope as expected (Edwards et al., 1998; Harter et al., 2002; Hsieh et al., 2008; Johanson et al., 2010).

Where stress is ongoing and excessive, an individual's resources and capacity to function at the levels demanded begin to deteriorate, draining their coping resources and leading to exhaustion and burnout (Cooper et al., 2001; Cordes & Dougherty, 1993; Edwards et al., 1998; French, Caplan & Van Harrison, 1982; Harter et al., 2002; Hobfoll & Freedy, 1993; Maslach, 1978; Maslach & Leiter, 1997; Selye, 1976).

Workplace Stressors

Work environments, working conditions, work roles and expectations, interactions with customers and colleagues, and limited workplace resources all place demands and pressures on employees which can lead to excessive stress and strain that poses considerable threats to coping resources (Cooper et al., 2001; Dunnagan et al., 2001; Shani & Pizam, 2009; Maslach & Leiter, 1997; Spector, 1997). However, these stressors are often just considered part of the job that cannot be avoided and therefore must be endured (Maslach & Leiter, 1997). Such

stressors can become increasingly problematic with ongoing exposure, and as attempts to resolve them or adapt are frustrated (Faulkner & Patiar, 1997).

Nevertheless, research has concluded that a range of resources and management strategies can effectively address workplace stress. Appropriate rewards, fairness, control over work, involvement in decision making, social and organisational support and work-life balance are all considered important in ameliorating stress (Cooper et al., 2001; Deery, 2008; Fulford, 2005; Karatepe & Uludag, 2007). Studies in hospitality have also emphasised the important role of support, both from inside and outside the organisation (Gill, Flasher & Shachar, 2006; Hinkin & Tracey, 2000; Humborstad et al., 2007; Iverson & Deery, 1997; Magnini, 2009; Taormina & Kuok, 2009; Walters & Raybould, 2007).

The focus of this abundant body of occupational stress research has been on its impacts on organisations, or on individuals and their responses to stress. Far less attention has been given to identifying and understanding the role of workplace stressors in creating and sustaining conditions conducive to stress. However, Maslach and Leiter (1997) emphasise that workplace stress and burnout do not primarily evolve from a flaw of individuals, such as their character, behaviour or functioning. Instead, workplace stress and burnout are ‘not a problem of the people themselves but of the *social environment* in which people work’ (Maslach & Leiter, 1997, p. 18) (*emphasis in original*), with the structure and functioning of workplaces inherently containing stressors that are instrumental in the formation of stress in individuals (Cooper, 2006; Lazarus, 1995; Lazarus & Folkman, 1984; Maslach, 1978; Maslach & Leiter, 1997).

Stress in Hospitality Workplaces

Research has shown that employees in hospitality may experience significantly higher levels of stress than employees in other workplaces (Johanson et al., 2010). Hospitality work can be

particularly stressful for some employees due to the nature of working conditions, work roles, work interactions and work environments (Karatepe & Ehsani, 2012; Karatepe & Karatepe, 2010; Kim, 2008; Lo & Lamm, 2005). For example, poor working conditions, low wages and inadequate compensation characterise hospitality employment (Deery, 2008; Hinkin & Tracey, 2000; Lo & Lamm, 2005). Additionally, casualisation, shift work, unsocial work hours and poor career opportunities create uncertain and competitive work environments conducive to stress (Cairncross & Kelly, 2008; Hing & Breen, 2008; Hinkin & Tracey, 2000; Karatepe & Ehsani, 2012).

Further, hospitality is generally labour intensive and both physically and psychologically demanding with employees having little control or authority (Birdir, 2002; Brien, 2004; Davidson et al., 2010; Hinkin & Tracey, 2000). Role ambiguity and role conflict are common experiences in hospitality workplaces due to the largely intangible nature of the service, concurrent consumption and production, and the key role of employees in producing the hospitality product (Bowen & Ford, 2004; Hing & Nuske, 2012; Yavas, Karatepe & Babakus, 2011). However, hospitality work can be low-skilled, mundane and repetitive, with poor quality supervision and training, and low job satisfaction (Hinkin & Tracey, 2000).

Hospitality employees fulfil roles which demand high levels of interaction and communication between hosts and guests (Chan & Kuok, 2011; Gu & Siu, 2009; Hinkin & Tracey, 2000; Kim, 2008). The potential for this emotional labour to create stress has been extensively discussed (Hochschild, 1983; Humborstad et al., 2007; Lv et al, 2012). For those working in hospitality, these interactions have the potential to generate considerable stress (Buick & Thomas, 2001; Faulkner & Patiar, 1997; Gill et al., 2006; Hinkin & Tracey, 2000; Iverson & Deery, 1997; Ross, 1997; Shani & Pizam, 2009; Walters & Raybould, 2007).

Stress in Gambling Workplaces

Gaming venue employees appear to experience high levels of stress and face similar stressors to other hospitality workers, although only limited research has examined this. Frey and Carns (1987) noted high levels of employee stress in casinos, reportedly linked to low reward levels, limited career advancement opportunities, low skills levels, job insecurity and high turnover. Wu and Wong's (2008) research with casino employees in Macau also found shift work, lack of autonomy, heavy workloads, monotony and a sense of meaninglessness contributed to job stress. Employee roles and responsibilities have also been found to create stress for gaming venue employees. Hing and Nuske (2012) found significant issues of role conflict and role ambiguity related mainly to emotional labour, customer relations and conflict for gaming venue employees in Queensland Australia.

Other gambling research suggests gaming venue employees may be especially vulnerable to stress due to demanding workloads, the nature of the work and the work environment (Frey & Carns, 1987; Hing & Breen, 2005; Keith et al., 2001; Philamon, 2003; Taormina & Kuok, 2009; Wu & Wong, 2008). Unique features of gambling environments that employees can find stressful include ongoing exposure to artificial, noisy and electronically stimulated environments (Frey & Carns, 1987; Keith et al., 2001; Trout & Decker, 1996; Wu & Wong, 2008). For example, casino and gaming venue employees in both Hu et al.'s (2012) and Keith et al.'s (2001) research reported that poor air quality, biological and physical hazards, ergonomics, excessive noise and temperature control were significant concerns impacting on their health. Similarly, in service industry research, Cooper et al. (2001) found that unnatural lighting, noise, vibration, temperature and air quality can increase employee stress. Other research concurs, noting that repetitive, unnatural and disturbing noise, vibration and temperature change the body's psychological and neurological functioning and create undue stresses and strains reducing employee tolerance and motivation (Cooper et al., 2001; Ivancevich & Matteson, 1980; Selye, 1976).

The Stress Process

Figure 1 summarises key features of the stress process identified in the stress literature and relevant to employees in hospitality and gambling workplaces. It illustrates the crucial role of workplace stressors in stimulating stress processes within the workplace.

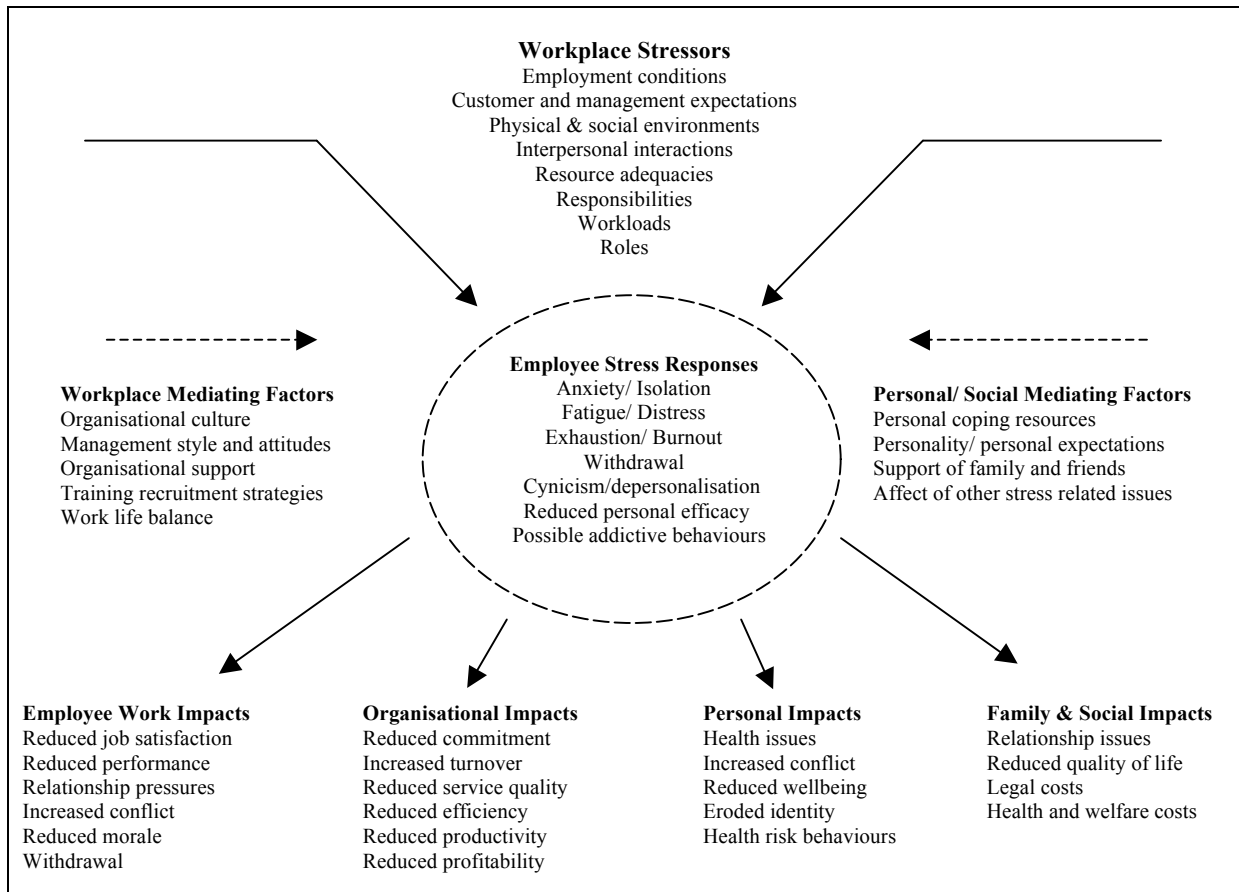


FIGURE 1. Features of the occupational stress process

As this diagram illustrates, a wide range of potential stressors found in workplace roles, relationships and environments lead to employee coping responses that are mediated by organisational factors, personal factors and social resources. Nevertheless, experiences of stress may inevitably result in negative impacts for individuals, the organisation, co-workers and patrons, families and social groups, and ultimately for society as a whole.

Given the critical role of workplace stressors in the stress process, it is important to

identify and effectively address workplace stressors in order to maximise employee and organisational efficiency and wellbeing. While considerable research has explicated the workplace stressors faced by hospitality workers, the literature suggests employees in gambling workplaces may face distinctive stressors not fully understood.

METHODS

To identify stressors impacting on gaming venue employees, this study re-analysed primary data from a previous study conducted by two of the authors (Hing & Breen, 2006). That study investigated workplace influences on the gambling behaviour of gaming venue staff. The focus of the study was on the gambling behaviour of employees, however workplace stressors were consistently reported as major concerns by staff suggesting this was an important issue for further analysis.

Sampling

Gambling venues included in the study were clubs, hotels and casinos in Queensland, Australia. These venues represent the major providers of gambling activities in Queensland, offering gaming machines, table games, keno, off-course betting facilities and bingo. A list of all hotels, clubs and casinos in Queensland was obtained from industry associations. A judgment sampling strategy was then used based on type of venue, population density and location. The range of clubs, hotels and casinos sampled ranged from small to large venues, based on number of gaming machines. Venues with different population densities and from a range of geographic locations were also sought, including metropolitan, regional and remote settings (Brisbane, Gold Coast, Sunshine Coast, Cairns, Mt Isa and Longreach).

Additionally, a sample of gambling help counsellors who had clients working in a gaming venue, or who had developed problems while working in a gaming venue, was

recruited through Queensland gambling help services. As key informants, these counsellors were included to provide additional insights and perspectives into employee experiences of workplace stress and its effects.

Respondents and Data Collection

In-depth interviews were conducted with 165 employees of the sampled gaming venues. Of the 81 club employees, 37 were operational or supervisory level staff and 44 were managers. Of the 44 hotel employees, 17 were operational/supervisory level staff and 27 were managers. Of the 40 casino staff, 38 were operational/supervisory level staff and 2 were managers. Operational and supervisory level employees were engaged in a wide range of gambling-related and non-gambling related positions, including gaming attendants, cashiers, card dealers, gaming supervisors, bar attendants, food and beverage attendants, floor supervisors, and venue employees in other roles.

In-depth interviews were also conducted with 32 gambling counsellors, who included gambling counsellors, addictions counsellors, relationship/ family therapy counsellors, and gambling community education/ liaison officers.

Interview Procedures

Venue managers and counsellors were initially approached through a telephone call, letter or meeting outlining the purpose and procedure for the research. Gaming venue employees were subsequently recruited through venue managers. All participants received an interview outline and a time was then scheduled for a face-to-face or telephone interview. Face-to-face interviews were conducted at respondent's workplaces. The interviews took between 20-60 minutes, and with the permission of the interviewees, were recorded and later transcribed. The employee interviews were semi-structured and included questions on employee

experiences of working in gaming venues, and employee gambling behaviour as influenced by various aspects of their work, including work roles and responsibilities, customer interactions, working relationships, work environments and working conditions. The counsellor interviews focused on the experiences of clients who work or had worked in gaming venues. Again, work roles and responsibilities, customer interactions, working relationships, work environments and working conditions were addressed in these semi-structured telephone interviews.

Analysis

The qualitative data were analysed using a grounded inductive approach (Strauss & Corbin, 2007), which enables patterns within the data to be identified, analysed and described in a rich and meaningful way (Braun & Clarke, 2006). Through a process of coding and categorising, data were compared and analysed to identify issues and themes in participants' responses. Thus, major themes related to gaming venue employees' experiences of workplace stressors were identified and elaborated in the current re-analysis and are discussed in the following section.

RESULTS

Employees (E) and counsellors (C) interviewed in this study reported a wide range of gambling workplace stressors related to employee working conditions, work roles and responsibilities, work interactions and working environments. Respondents noted how these stressors could be a source of considerable stress for employees as discussed below.

Employment Conditions

Like hospitality employees more generally, participants suggested that employment conditions, job insecurity, low pay, unsociable work hours and poor career advancement opportunities were sources of stress, as the following responses reveal:

Due to lots of casual employment ... a lot of hospitality workers are in the lower income range... and there's the stress of bills and money (C).

If I was paid better and thought that the company was going to look after me in the future, give me a career path. ...[There is a] feeling of hopelessness, for example with property prices, I would never be able to buy my own home (E).

I have seen [employees] ... who are dissatisfied with their work but are stuck...and that growing dissatisfaction has a huge impact (C).

This finding aligns with substantial hospitality research that has found that hospitality employment conditions can be a source of considerable stress for employees. Low pay levels coupled with a lack of perceived alternatives and hope for improved livelihoods lead to stress, and as other research has found, a sense of dissatisfaction (Darcy & Lester, 1995; Frey & Carns, 1987).

Shift Work

Shift work, and the accompanying uncertainty it created, emerged as another key stressor. Unpredictable rosters and time off were a particular frustration and concern for many participants, with some reporting working on a casual or on call basis with irregular and unpredictable shifts. One participant noted the stress this could cause saying:

There may be split shifts where they have maybe three hours off each day and have to fill in time between shifts ... With hospitality staff, they may not get the shifts that they want ... and travel is a factor (C).

As well as the need to ‘fill in time’ between shifts, time spent travelling home and back to work between shifts, or alternatively ‘waiting around’ to recommence work was noted by some participants to create frustrations and stress that effected their sense of wellbeing.

Participants also emphasised the effects shift work has on their physical and emotional wellbeing through its disruption of natural biorhythms:

Winding down after work and getting enough sleep can be difficult. ... They will sleep most of the day, and then get up to come to work. Their body clock is all messed up, ... deprived of that normal routine. This enhances their vulnerability to stress. They can become unwell, become fatigued (C).

Shift work can also impinge on social life and recreational opportunities leading to social isolation, as the following responses propose:

[Shift work is] the worst part of being in this industry because it is so demanding on people’s social life (E).

Night can be day for hospitality workers, they tend to be working when others are playing and vice versa ... and there are few leisure opportunities when you are on your own. ... Working shift work...you can’t play team sports. ... and you’re not able to commit to anything (C).

Shift work can be very antisocial, you don’t really have a nightlife any more. ... since you’re not in the normal stream of society, there is not much social interaction available (E).

It can be a lonely industry. It is just a lack of interaction ... Shift work can be socially isolating and they tend to cocoon themselves (C).

Shift work was reported to have negative effects on families and relationships as these participants maintained:

The hospitality industry doesn't have a very good record of preserving relationships; your job comes first and family second (E).

You work to 2.30 am, won't go to sleep until 4 am and by the time you get up you have lost half your Sunday or it's gone. I can't participate in normal activities –family barbeques, etc. Add to that the lack of regular holidays. ... Shift work and uncertainty can have horrible effects on relationships (E).

Demanding Work Roles

Work roles were reported as a source of stress due to heavy and demanding workloads, coupled with long unpredictable hours and lack of control, as the following participants noted:

It gets very busy... and there are unrealistic expectations, like I can't really get glasses off tables and keep serving – that stresses me out (E).

It is very easy to get stressed. You just need to have a couple of machines go down, and be serving behind the bar by yourself. That is really stressful because you can't be in two places at once (E).

Everyone is under stress when you work in a venue, that's just the nature of the thing.

There are lots of rules ... lots of pressure. Staff do not have a lot of control over their work, and a lack of control generates stress (E).

Stresses can be the heavy workload, an influx of customers. One person on, seven people waiting, having to manage their time, the situation, their emotions, they can't relax. They do really long hours, partly because if they're on casual. They take the work that is available. ... It does get stressful. ... I think the stressors of the job can influence staff to gamble (C).

In line with previous hospitality research (Hinkin & Tracey, 2000), some participants noted routine and mundane work could also be stressful:

It was fairly routine, fairly mundane sort of stuff. So what are you going to do when you are bored? (E)

In my last venue I've had staff giving their money to a customer to put bets on for them. It gives them something to do in their opinion. I've even had staff go across the road to the TAB, put the bet on for Keno, and watch it all day, for something to do. If they know it is a Monday, it is going to be quiet, they'll go and put 100 games on and then watch it all day (E).

Emotional Labour

Employees reported several demanding situations that they argued were emotionally draining, and created unwarranted stress, including the need to be constantly pleasant and to keep 'high rollers' and other important customers 'on side'. One employee lamented he was 'constantly dealing with people and their problems and that leads to stress'.

Researchers have noted that expectations imposed on frontline staff to deliver the essential products of service industries, such as service quality, friendliness, empathy and helpfulness, can often make their work challenging and stressful (Adler, 2012; Humborstad et al., 2007; Zeithaml & Bitner, 2000; Yavas et al. 2011). Hirschfeld (1983) termed this type of work 'emotional labour', or a form of emotional regulation wherein workers are expected to display and maintain prescribed positive emotions, while actively promoting (sometimes conflicting) organisational goals (Lv et al., 2012).

Interviewees in this study explained that constantly having to be pleasant, polite and nice, while meeting patrons needs could be very stressful:

There is an expectation that you're constantly pleasant, and meet the needs of the patrons ... [But] it is hard to be nice all the time at a bowling club. Older people are more demanding and want service immediately (E).

There is a lot of stress when people are being asked to be polite, to be nice to clients, and its not a reciprocal thing ... From personal experience it does get to you. Trying to be polite and have a big smile on your face 24/7 wears thin after a while (E).

These frontline employees are generally required to maintain high levels of service quality and a smiling, relaxed, friendly and helping persona (Chan & Coleman, 2004; Gu & Siu, 2009). This ‘surface acting’ may mask and conflict with more natural and desired reactions, and has been found to contribute significantly to emotional exhaustion (Humborstad et al., 2007; Lv et al., 2012; Maslach & Leiter, 1997). Suppression of emotions has also been associated with stress and burnout amongst frontline gaming venue employees (Taormina & Kuok, 2009).

Close Interactions with Patrons

Regular, personal and close interactions with patrons are a key feature of the work of frontline gaming venue employees. In smaller venues especially, relationships develop between regular patrons and frontline staff - their behaviours, routines and life circumstances can become known to staff. One participant suggested:

Staff build relationships with people in venues and it can be pretty hard when they see someone who they perceive to be in trouble. And they get frustrated not being able to do something about it. ... [Co-workers] talk about knowing people who have problems. That stresses people out, what can they do about it? They’re often told not to approach people (C).

Research across a wide range of industries has confirmed that direct and frequent customer interactions are associated with high levels of employee stress and burnout (Cordes & Dougherty, 1993, Maslach & Leiter, 1997). Participants in this study noted that this closeness, and the knowledge and perspective that accompanies it, can create stress and

frustration when employees are positioned as silent observers witnessing gambling losses and accompanying distress without being able to do anything about it. Participants offered:

It can ruin lives and make people desperate ... the traumas they are putting their families through ... I have seen people lose their houses at the casino, lose their cars, and gambling has cost some of the patrons their marriage. ... A customer won \$10,000, cashed his chips in and was back straight away putting the money back on the table. This can make me feel frustrated (E).

It just makes me feel sick. ... I see how much money people put in and how much they get back. ... A lot of them are battlers, trying to make ends meet (E).

Being in this industry, you see a lot of regular people coming in, you see a lot of wages going in, see how much money they are pumping in ... and it does get a depressing at times. ... You are not allowed to ask how much they have put in, ... you are not allowed to discuss that. [You are] required to stay silent; to not intervene or interrupt the flow of patrons gambling (E).

As part of their required emotional labour, employees in gaming venues may be especially vulnerable to stress and depression because of the close personal interactions they have with their customers (Lapenz & Lester, 1997). Nevertheless, considerable role conflict can be embedded in these interactions (Hing & Nuske, 2012) from continuously witnessing the emotional and behavioural effects, the highs and the lows, that gambling can have for customers.

Added to the potential for increased stress inherent in roles involving emotional labour, the work of gaming venue employees also involves the potential for intense and heightened emotions and unsociable behaviours. A number of participants revealed:

If [patrons] win they're happy about that, but if they lose, I've seen the sadness that goes with that...I've heard customers saying 'I've lost this amount or that amount', or 'I can't feed my kids this week'...Staff hear a lot of stories like this, and you see more sad faces than happy faces. ... It's stressful when patrons are upset, and there's guilt that staff can carry with that (E).

Working with some highly demanding people or difficult situations, and usually there is alcohol involved, and certainly if it is a gambling related issue – it may be because they've lost their rent money or their whole pay – there are a lot of high emotions involved in this work (C).

For patrons, gambling activities are associated with financial risk and loss. Employees interviewed noted the mismatch between patron's beliefs about winning and the harsher realities of inevitable losses. Many patrons likely have unrealistic expectations about their chances of winning (Blaszczynski & Nower, 2002; Productivity Commission, 2010; Shaffer & Korn, 2002). In this study, employees discussed how losses could be accompanied by emotional and cognitive distress with some gamblers also becoming critical, angry, defensive or aggressive in response to personal losses. The following employee recalled:

.... you get an abusive customer, or one who thinks the machine hasn't paid him right ... and they are blaming me for losing (E).

Uncertainty and Lack of Control

In gambling settings, the interplay of gambling and alcohol consumption, possibly accompanied by problem gambling, intoxication and unwelcome financial losses, may encourage employee perceptions of a social environment instilled with potential for negativity, unsociability, and uncertainty, both for employees and other patrons. The following participants commented:

You see people arrive with a smile on their face; you see them again in three hours and they are nasty and unhappy because they have lost a lot of money (E).

If they are losing money, people get rude and narky ... Most gamblers are very impatient people. They can be very abrupt ... get aggressive with the machines. I'm at the forefront, [when people] want to criticise, chastise, condemn, complain, scrutinise, it all comes to me (E).

In such environments, employees must be prepared to cope with sudden and acute customer outbursts and address issues quickly and effectively to maintain the quality of the product and the positive ambiance of the setting. In these situations, employees may be obliged to remain vigilant for signs of unsocial or unfavourable behaviour or emotional distress in order to intercept and address potential problems. Thus, work roles in such emotionally charged social environments may involve a state of ongoing vigilance that intensifies emotions and experiences of stress, and heightens anxiety states that are detrimental to health and well-being (Maslach & Leiter, 1997; Edelman & Mandle, 2010).

Impacts on health were discussed by some participants:

Stress levels are high. Headaches from stress ... caused poor health. ... A drunk customer upset me so much that I was sick physically and went to hospital with shooting pains in my arm. I thought I was having a heart attack (E).

A few months ago I had a serious ... breakdown. A big part of it was to do with here, working with these people. The patrons just really got to me, they become really nasty, and sometimes there is a line where you need to decide whether to stand up for yourself or not (E).

These highly emotive and conflicting interactions can have pronounced subjective effects on individuals (Taylor, 1991). Research shows that services industry employees experience increased levels of emotional intensity and stress in response to the losses and emotional anguish of others (Maslach & Jackson, 1984; Cordes & Dougherty, 1993). Dealing with demanding customers, drunkenness, abuse and other unsociable emotions can be stressful for employees and intensified when juxtaposed with personal tragedy or traumatic events that may accompany problem gambling (Haw & Holdsworth, 2010). One employee spoke of the stress involved in dealing with intense levels of trauma, such as:

...a patron committing suicide and another who was stabbed nine times by her husband in front of her young daughter because of gambling, with the husband then driving his car into the front of the club where she worked (E).

Cordes and Dougherty (1993, p. 629) argue that employees in jobs that demand ongoing 'extensive and direct face-to-face contact with people in emotionally charged situations' are the most vulnerable to stress. For these employees, the continuous challenge to deal appropriately with clients' needs, coupled with the demands on employees to deliver organisational products and services while fulfilling customer needs, heightens the emotional strain in workers and raises their vulnerability to stress and burnout (Cordes & Dougherty, 1993; Maslach, 1978).

Responsibilities

Due to legal requirements in Australia for the responsible service of alcohol (RSA) and responsible service of gambling (RSG), gaming venue employees may carry a heightened sense of responsibility for patron welfare. However, this may conflict with other management goals, as this participant noted:

Staff are expected to encourage patrons to keep playing, by going and getting drinks... to keep patrons at a machine whenever they can, and it is stressful when they can see that a patron is stressed. ... That's one of the stress factors for me. I would hate to meet someone who has a problem and I haven't picked it up on it, or I worry that I've encouraged them to keep going (E).

Frontline service roles in the gaming sector involve responsibility for customers, their experiences and behaviours, and indeed for the smooth functioning of the activities and experiences of those in the setting (Taormina & Kuok, 2009). This assumed level of employee responsibility in transactions with customers potentially creates frustration and

stress since employees have limited control over customer behaviours and organisational operations.

Ethical concerns

The interviewees were aware of seemingly conflicting values and ethics of gaming venues, their customers and employees, which can underpin conflict and stress. Participants drew attention to the numerous ethical issues they perceived in their organisational roles, including promoting potentially harmful products, supporting potential damaging behaviours, continuously witnessing patron losses, and associated effects including financial, emotional, health, relationship and family difficulties. Participants commented:

The company doesn't care about responsible gambling, they just want the money. They don't care if the patron is down to their last dollar, they just want the money. ... You see the same gamblers every day and nobody does anything about it. ... When it comes to practice on the floor, most of the rules go out the window. Most of the staff get annoyed by this (E).

I have to deal with a lot of drunks in my shifts. I have seen people that are too drunk...but if they are gambling they are allowed to stay at the venue. These orders have been from management. They contradict themselves with the RSG, and here we are gaming attendants promoting it. It's not responsible (E).

The trainers seemed to be approaching it from the point of view that we are just here to do a job for the club, to appease legal requirements. I read between the lines that the [organisation] was trying to not let the staff feel responsible for people's gambling problems and addictions ... but some of the staff have moral dilemmas about this (E).

Employees noted high levels of stress emanating from continuously witnessing, promoting and coping personally with the seeming conflicting goals of patrons and the organisation. It may be that employees in gambling workplaces experience greater levels of

stress when confronted with additional moral dilemmas and conflicting attitudes toward gambling, as some research has argued (Philamon, 2003). The controversial nature of gambling and divided community attitudes may also further compound the potential for stress responses in these interactions (Davidson, 1996; Philamon, 2003).

As other research with gaming venue employees has shown (Hing & Nuske, 2012), employees can experience considerable role conflict and role ambiguity when operationalising incompatible goals of duty of care and revenue maximisation. Maslach and Leiter (1997) argue that it is generally frontline employees who must deal with conflicts of ethics and values and, where evident, the organisation's apparent insincerity. They argue that, where conflicting values are intense and difficult to resolve, ongoing personal discomfort and concern can cause considerable unresolved tension, frustration, anxiety and stress and result in burnout and eroded employee wellbeing (Maslach & Leiter, 1997).

Super-Charged Environments

The study participants also argued that the physical environment of gaming venues and their highly stimulating and artificial nature, can be a source of considerable stress. Noise and artificial lighting were particular concerns:

Wherever you are in the casino, you can see or hear the pokies, patrons are yelling or cheering ... its going to be busy, noisy, lots of glitz and glamour, all that hype to get people excited. ... I used to go home and I'd have the tunes in my head (E).

The noise of the machines is very annoying ... a talking roulette wheel you can hear, ... auditory stimuli - jingling bells that go off continually, ...the lights and whistles. I've been around it for a while, and I'm sick of it (E).

Working in an environment with the [continuously televised gambling] drove me nuts, race after race all day. ... I wanted to get away from it, the bings and bangs, and the smoking. It took me six months to get over that, it drove me mad! (E)

These comments are consistent with findings from other gaming venue research which noted the stressful nature of working in these gaming environments (Frey & Carns, 1987; Keith et al., 2001; Trout & Decker, 1996; Wu & Wong, 2008). More general research notes that repetitive, unnatural and/or disturbing workplace noise not only contributes to employee stress but also reduces employee tolerance and motivation (Ivancevich & Matteson, 1980). For some frontline employees in gaming venues, enduring these ‘super-charged’ settings is a largely uncontrollable and everyday part of their work lives (Taormina & Kuok, 2009; Wu & Wong, 2008).

DISCUSSION

Participants in this study identified numerous workplace stressors that they believed resulted in stress and erosion of their health and wellbeing, and their ability to function effectively in their work. These include some conditions under which they work, aspects of their work roles and features of their working environments, consistent with other research in hospitality settings (Horton & O’Fallon, 2011; Karatepe & Ehsani, 2012; Karatepe & Karatepe, 2010; Kim, 2008; Lo & Lamm, 2005). Heavy workloads, low pay, job insecurity, poor career opportunities, casual and shift work, and unsociable work hours were highlighted by participants as key concerns for those working in hospitality related workplaces generally (Cairncross & Kelly, 2008; Deery, 2008; Hing & Breen, 2008; Lo & Lamm, 2005; Karatepe & Ehsani, 2012). Similarly, conflicting demands, unrealistic expectations and lack of control reported by participants are all evident concerns amongst both gaming and hospitality employees (Birdir, 2002; Brien, 2004; Davidson et al., 2010; Hinkin & Tracey, 2000).

Emotional labour too has been noted as an important stressor in hospitality workplaces (Buick & Thomas, 2001; Hinkin & Tracey, 2000; Humborstad et al., 2007; Iverson & Deery, 1997; Lv et al., 2012; Shani & Pizam, 2009; Walters & Raybould, 2007).

TABLE 1. Employee Stressors in Gambling Workplaces

<p>Employment conditions Low pay and rewards Low promotion or career prospects Lack of job security Unpredictable rostering Lack of autonomy Lack of predictable days off Lack of regular holidays Management inconsistencies & conflict High turnover Lack of alternative employment opportunities</p> <p>Shift work Lack of social life, social isolation Need to fill in time between shifts Work schedules conflicting with family responsibilities Work schedules conflicting with social opportunities Work schedules conflicting with leisure opportunities Work schedules conflicting with need for sleep & rest Interruption to biorhythms Undermines work life balance</p> <p>Work roles Long hours and demanding work Heavy unpredictable workloads Fast pace of work environment Boring, monotonous, menial work Lack of meaning to the work Lack of control over work Inadequate training and support Personal safety issues</p> <p>Responsibilities Legal obligations for responsible service of alcohol Legal obligations for responsible service of gambling Heightened responsibility for patron welfare</p>	<p>Customer interactions Close interaction, familiarity with patrons Limited capacity to help patrons of concern Being a silent witness to harmful behaviour Role conflict Role ambiguity</p> <p>Emotional labour Constantly having to be pleasant Conflicting emotions of staff & patrons Dealing with intoxicated patrons Dealing with emotional patrons Dealing with aggressive, argumentative, abusive behaviour Dealing with patron distress and life trauma</p> <p>Uncertainty & lack of control Volatile customers Need for vigilance Emotionally charged environment Unpredictable patron behaviour</p> <p>Ethical concerns Serving potentially harmful products Promoting gambling to patrons with gambling problems Limited ability to help patrons with gambling problems Profiting from patrons' losses/ problems Frustration or depression over money gambled/wasted Conflict amongst management/staff/patron attitudes</p> <p>Super-charged environments Artificial, bright, flashing lighting Loud, repetitive and irritating noises Hyped, stimulating environment Lack of natural light and fresh air</p>
--	--

However, as Table 1 outlines, employees in this study and other gambling workplaces appear to be exposed to additional stressors to those in hospitality more generally, including coping with heightened emotional responses (especially anger and distress), conflicting management/patron goals, RSG responsibilities and ethical and social concerns around gambling (Philamon, 2003; Taormina & Kuok, 2009). The challenging nature of conflicting social attitudes around the ethics of gambling and problem gambling were noted by Philamon (2003) who argued that public acceptance of gambling shrouded the realities of problem

gambling and the devastation it could cause. For frontline staff, dealing with role conflict, role ambiguity and conflicting management/customer goals, these stress related issues may extend beyond identified needs for greater staff training (Hing, 2007; Hing & Nuske, 2012). Indeed, these conflicts and challenges are evident in wider social, political and cultural realms.

The findings also suggest the uniqueness of the physical setting and the accoutrements of gambling also provide employees in gambling workplaces with additional and distinctive stressors, as other gambling research concurs (Frey & Carns, 1987; Wu & Wong, 2008). Continuous exposure to these super-charged, noisy and electronically stimulated environments was reportedly the source of a great deal of stress that could have substantial impacts beyond the work environment.

CONCLUSIONS

Given the significant negative impacts of stress, developing effective ways to deal with workplace stressors should be a pressing concern for organisations and society, although workplace and policy initiatives to address employee stress and its consequences have been slow (Bond, 2004; Kompier & Cooper, 1999; Caulfield et al., 2004; LaMontagne et al., 2007). Generally, research concludes that organisations are reluctant to effectively deal with workplace factors that produce and exacerbate stress, not only because of business and fiscal constraints and a tendency to view stress as an individual problem, but also because they are disinclined to acknowledge the impact of workplace stressors. It may also be that the issue of dealing with workplace stress is in itself potentially stressful for managers.

Nonetheless, while variable individual responses to stress are well established (Folkman & Moskowitz, 2000; Lazarus 1995), abundant research in service and hospitality industries now concurs that workplace factors are a fundamental cause of stress for

employees (Cooper et al., 2001; Lazarus, 1995; Maslach, 2006; Maslach & Leiter, 1997; Spector, 1997). High levels of stress can lead to burnout and under these conditions the ability of employees to maintain high levels of productivity, efficiency and commitment, while delivering quality customer service and building advantageous customer relations, is impeded. For organisations, the consequences of not addressing workplace stress can be highly detrimental, eroding their ability to retain staff and impacting negatively on service quality, productivity and profitability. Recognising and addressing stressors in the work environment, therefore, is a critical factor in preventing employee stress (Bond, 2004; Jordan et al., 2003; Kompier & Cooper, 1999; LaMontagne et al., 2007; Maslach & Leiter, 1997).

IMPLICATIONS

For human resource managers in gambling and hospitality workplaces, this research has several important policy and practical implications. Firstly, regular monitoring of employee stress and workplace stressors should be a key component of all hospitality human resource policy (Johanson et al., 2010). Abundant research has linked employee stress with commitment and turnover, so managing and reducing workplace stressors may lead to higher levels of employee satisfaction and reductions in staff turnover (Hsieh et al., 2008). Exit interviews, employee surveys and regular performance appraisal meetings are useful ways to identify workplace stressors (Chan & Kuok, 2011). The highly stressful nature of shiftwork highlights the need to facilitate work-life balance in order to minimise workplace stress (Cooper et al., 2001; Deery, 2008; Hsieh et al. 2008; Karatepe & Uludag, 2007).

Additionally, ensuring appropriate rewards, high levels of involvement and control over demanding work may be beneficial (Cooper et al., 2001; Deery, 2008). To this end, management strategies enabling opportunities for change in roles and effective communication is important, yet can often be overlooked (Bai et al. 2006). As well as these

established human resource practices, recruiting, developing and retaining local employees with qualities best suited to these workplaces and roles may also be important to ensure loyalty and longevity of staff employment, and venue stability (Adler, 2012; Baum, 2008; Chan & Coleman, 2004; Chan & Kuok, 2011; Gu & Siu, 2009).

Similarly, developing a workplace culture of organisational training and support can be beneficial in addressing stress in its early stages, bolstering employee coping resources, and their ability to manage demanding workloads and customer issues (Humborstad et al., 2007; Karatepe & Uludag, 2007; Gill, Flasher & Shachar, 2006; Taormina & Kuok, 2009; Walters & Raybould, 2007).

Additionally, there is scope for employers in the gaming industry to consider the value of initiatives such as employee assistance programs to help gaming employees cope with stressors. They may also consider introducing job rotation strategies so that employees are not subject to the same stressors over extended periods of time, while offering employees, and employers a wider range of functional skill sets and improved motivation (Kaymaz, 2010). Human resource practices of training and career development are important here (Humborstad et al., 2007; Magnini, 2009; Taormina & Kuok, 2009; Walters & Raybould, 2007).

Employers need to be aware that a failure to address health and safety issues, such as the kinds of stressors identified in this study, increasingly means opening their organisations to breaches of health and safety legislation and, in some cases, private or class action law suits. As a result, thorough risk analysis and harm minimisation strategies that include accurate stressor identification and minimisation strategies are a must (Schulte, 2006).

A more holistic approach to addressing problematic workplace stressors requires a more strategic approach overall from industry human resource practitioners so as to reduce

potentially expensive staff turnover, while improving motivation, retention, occupational health and safety, as well as service quality and organisational productivity.

LIMITATIONS AND FURTHER RESEARCH

Several limitations of this study are acknowledged. The small sample of participants and the re-analysis of previous study data mean the results may not be representative of the experiences of frontline employees across all gambling workplaces or cultures. Replication of the study's objectives across a wider range of settings will further understanding in this area. Factors such as the employee age, education, experience level and wider life factors should also be examined alongside organisational factors to identify their role in mediating stress affects for employees.

While this study has contributed to the fledgling research into stressors in gambling workplaces, greater investigation of workplace stressors and the stress experiences of employees in gaming venues is important. Fundamentally, a better understanding and recognition of workplace stressors and the role they play in contributing to employee stress, both in gambling and hospitality workplaces, is needed. This understanding is important in ensuring effective human resource strategies that will benefit not only employees in these workplaces, but also their organisations, families, communities and society.

ACKNOWLEDGEMENTS

Financial assistance for this research was provided by the Queensland Office of Regulatory Policy under their Responsible Gambling Research Grants Scheme.

REFERENCES

- Adler H. (2012). Editorial: Should we really care if our employees are happy or satisfied. *Journal of Business and Hotel Management*, 1(1). doi.org/10.4172/jbhm.1000e104
- Bai, B., Brewer, P., Sammons, G., & Swerdlow, S. (2006). Job satisfaction, organizational commitment, and internal service quality. *Journal of Human Resources in Hospitality & Tourism*, 5(2), 37-54.
- Baum, T. (2008). Implications of hospitality and tourism labour markets for talent management strategies. *International Journal of Contemporary Hospitality Management*, 20, 720-729.
- Belkic, K., Landsbergis, P., Schnall, P. & Baker, D. (2004). Is job strain a major source of cardiovascular disease risk? *Scandinavian Journal of Work, Environment and Health*, 30(2), 85-128.
- Birdir, K. (2002). General manager turnover and root causes. *International Journal of Contemporary Hospitality Management*, 14 (1), 43-47.
- Blaszczynski, A., & Nower, (2002). A pathways model of problem and pathological gambling, *Addiction*, 97, 487-499.
- Bond, F. W. (2004). Getting the balance right: The need for a comprehensive approach to occupational health. *Work and Stress*, 18, 146-148.
- Bowen, J., & Ford, R. C. (2004). What experts say about managing hospitality service delivery systems, *International Journal of Contemporary Hospitality Management*, 16(7), 394-401.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3, 77-101.
- Brien, A. (2004). The New Zealand hotel industry: Vacancies increase while applicant numbers and calibre decrease, *International Journal of Hospitality and Tourism Administration*, 5(1): 87-103.

- Buick, I. & Thomas, M., (2001). Why do middle managers in hotels burn out? *International Journal of Contemporary Hospitality Management*, 13(6), 304-309.
- Cairncross, G. & Kelly, S. (2008). Human resource development and 'casualisation' in hotels and resorts in eastern Australia: Getting the best to the customer? *Journal of Management and Organisation*, 14(4), 367-385.
- Chan, B., & Coleman, M. (2004). Skills and competencies needed for the Hong Kong hotel industry: The perspective of the hotel human resources managers. *Journal of Human Resources in Hospitality and Tourism*, 3(1), 3-18.
- Chan, S. H., & Kuok, O. M. (2011). A study of human resources recruitment, selection, and retention issues in the hospitality and tourism industry in Macau *Journal of Human Resources in Hospitality & Tourism*, 10(4), 421-441.
- Cooper, C. L. (2006). The changing nature of work: The new psychological contract and associated stressors. In Rossi, A. M., Perrewe, P. L. & Sauter, S. L. (eds). *Stress and the Quality of Working Life: Current Perspectives in Occupational Health* (pp. 1-8), New York Information Age Publishing.
- Cooper, C. L., Dewe, P. J. & O'Driscoll, M. P. (2001). *Organizational stress. A review and critique of theory, research and applications*. London: Sage Publications.
- Cordes, C. & Dougherty, T. (1993). A review and integration of research on job burnout. *Academy of Management Review*, 18(4), 621-659.
- Davidson, D. K. (1996). *Selling sin: The marketing of socially unacceptable products*, Westport, Connecticut: Quorum Books.
- Davidson, M. C. G., Timo, N., & Wang, Y. (2010). How much does labour turnover cost? A case study of Australian four and five-star hotels. *International Journal of Contemporary Hospitality Management*, 22(4), 451-466.

- Deery, M. (2008). Talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20(7), 792-806.
- Dunnagan, T., Peterson, M. & Haynes, G. (2001). Mental health issues in the workplace: A case for a new managerial approach. *Journal of Occupational and Environmental Medicine*, 43(12), 1073-1080.
- Edelmen, C. L. & Mandle, C. L. (2010). Health promotion throughout the life span (7th Ed.). St Louis, Missouri: Mosby, Elsevier.
- Edwards, J. P., Caplan, R. D. & Van Harrison, R. (1998). Person-environment fit theory: Conceptual foundations, empirical evidence, and directions for future research. In Cooper, C. L. (ed.), *Theories of Organizational Stress* (pp. 29-67). New York: Oxford University Press.
- Elangovan, A. R. (2001). Causal ordering of stress, satisfaction and commitment, and intention to quit: A structural equations analysis. *Leadership and Organization Development Journal*, 22(4), 159-165.
- European Foundation, (1997) *Time Constraints and Autonomy at Work in the European Union*, Dublin: European Foundation for the Improvement of Living and Working Conditions.
- Faragher, B. E., Cass, M., & Cooper, C. L. (2005). The relationship between job satisfaction and health: A meta-analysis. *Occupational and Environmental Medicine*, 62, 105-112.
- Faulkner, B., & Patiar, A. (1997). Workplace induced stress in the hospitality industry. *International Journal of Hospitality Management*, 17(1), 1-13.
- Folkman, S. K. & Moskowitz, J. T. (2000). Positive affect and the other side of coping. *American Psychologist*, 55, 647-654.
- French J. R. P., Caplan R. D. & Van Harrison, R. (1982). *The mechanisms of job stress and strain*. New York: Wiley.

- Frey, J. H., & Carns, D. E. (1987). The work environment of gambling casinos. *Anthropology of Work Review*, 8(4), 38-42.
- Fulford, M. D. (2005). That's not fair! *Journal of Human Resources in Hospitality & Tourism*, 4(1), 73-84.
- Gilmour, H., & Patten, S.B. (2007). Depression at work. *Perspectives on labor and income*, 8(11), 19-31.
- Grosch, J., & Sauter, S. (2005). Psychologic stressors and work organisation. In Rosenstock, L. Cullen, M., Brodtkin, C. & Redlich, C., (eds.), *Textbook of Clinical Occupational and Environmental Medicine*, (2nd Ed.) (pp. 931-942). Philadelphia: Elsevier.
- Gu, Z., & Siu, R. C. S. (2009). Drivers of job satisfaction as related to work performance in Macao casino hotels. *International Journal of Contemporary hospitality Management*, 21(5), 561-578.
- Guttentag, D., Harrigan, K., & Smith, S. (2012). Gambling by Ontario casino employees: Gambling behaviours, problem gambling and impacts of the employment, *International Gambling Studies*, 12(1), 5-22 doi.org/10.1080/14459795.2011.605069
- Harter, J. K., Schmidt, F. L., & Keyes, C. L. M. (2002). *Wellbeing, the workplace, and its relationship to business outcomes: A review of the Gallup studies*. In C. L. Keyes & J. Haidt (ed.), *Flourishing: The positive person and the good life* (pp. 205-224). American Psychological Association: Washington, DC.
- Hing, N. (2007). Under the radar: What responsible gambling legislation doesn't prevent. Paper presented at the *National Association for Gambling Studies 17th Annual Conference*, 15–17 November, Cairns.
- Hing, N & Breen, H (2005). Gambling amongst gaming venue employees: Counsellors' perspectives on risk and protective factors in the Workplace. *Gambling Research*, 17 (2), 25-46.

- Hing, N., & Breen, H. (2006). Gambling by employees of Queensland gaming venues: Workplace influences on responsible gambling and problem gambling. Report to Queensland Treasury. Lismore: Centre for Gambling Education and Research. Available online: <http://www.olgr.qld.gov.au/resources/responsibleGamblingDocuments/gamblingByEmployeesOfQueenslandGamingVenuesWorkplaceInfluences.pdf>
- Hing, N., & Breen, H. (2008). Working in Australian gaming venues, and shiftwork. *Journal of Hospitality and Tourism Management*, 15, 18-14.
- Hinkin, T. & Tracey, J. (2000). The cost of turnover: Putting a price on the learning curve. *Cornell Hotel and Restaurant Administration Quarterly*, 41(3), 14-21.
- Hinkin, T. & Tracey, J. (2008). Contextual factors and cost profiles associated with employee turnover. *Cornell Hospitality Quarterly*, 49(1), 12-27.
- Hobfoll, S. E., & Freedy, J. (1993). Conservation of resources: A general stress theory applied to burnout. In W. B. Schaufeli, C. Maslach, & T. Marek (eds.), *Professional burnout: Recent Developments in Theory and Research* (pp. 115-129). Washington, DC: Taylor & Francis.
- Hobfoll, S. E., & Shirom, A. (1993). Stress and burnout in work organizations. In R. T. Golembiewski (ed.) *Handbook of Organization Behaviour* (pp. 41-61). New York: Marcel Dekker.
- Hochschild, A. R. (1983). *The managed heart: Commercialization of human feeling*. Berkley, California: University of California Press.
- Horton, B. W., & O'Fallon, M. J. (2011), Employee wellness in the private club industry. *Journal of Human Resources in Hospitality and Tourism*, 10, 285-303.

- Hsieh, Y-C., Pearson, T. E., & Kline, S. F. (2008). The moderating effects of job and personal life involvement on the relationship between work-personal life conflict and intention to quit. *Journal of Human Resources in Hospitality & Tourism*, 8(1), 1-14.
- Hu, S. X., Luk, A., Leong, C., U, C., & Van, F. (2012). The correlations of work conditions with unhealthy lifestyles and occupational health problems of casino croupiers in Macau. *Journal of Gambling Studies*. doi 10.1007/s10899-012-9301-5
- Humborstad, S. I. W., Humborstad, B., & Whitfield, R. (2007). Burnout and service employees' willingness to deliver quality service. *Journal of Human Resources in Hospitality & Tourism*, 7(1), 45-64.
- Ivancevich, J. M., & Matteson, M. T. (1980). *Stress at Work*. Glenview, IL: Scott Foresman.
- Iverson, R. D., & Deery, M., (1997). Turnover culture in the hospitality industry. *Human Resource Management Journal*, 7(4), 71-82.
- Jackson, S. E., & Maslach, C. (1982). After-effects of job-related stress: Families as victims. *Journal of Occupational Behaviour*, 3, 63-77.
- Johanson, M. M., Youn, H., & Woods, R. H. (2010). A study of stress levels among hotel general managers - A comparison between 1998 and 2008. *Journal of Human Resources in Hospitality & Tourism*, 10(1), 32-44.
- Karatepe, O. M., & Ehsani, E. (2012). Work-related depression in frontline service jobs in the hospitality industry: Evidence from Iran. *Journal of Human Resources in Hospitality & Tourism*, 11(1), 16-35.
- Karatepe, O. M., & Karatepe, T. (2010). Role stress, emotional exhaustion, and turnover intentions: Does organizational tenure in hotels matter? *Journal of Human Resources in Hospitality and Tourism*, 9(1), 1-16.

- Karatepe, O., & Uludag, O. (2007). Conflict, exhaustion and motivation: A study of frontline employees in Northern Cyprus hotels, *International Journal of Hospitality Management*, 26, 645-65.
- Kaymaz, K (2010) The effects of job rotation practices on motivation: A research on managers in automotive organizations. *Business and Economics Research Journal*, 1(3), 69-86
- Kim, H. J. (2008). Hotel service providers' emotional labor: The antecedents and effects on burnout. *International Journal of Hospitality Management*, 27(2), 151-161.
- Kim, K., & Jogaratnam, G. (2010). Effects of Individual and organisational factors on job satisfaction and intent to stay in the hotel and restaurant industry. *Journal of Human Resources in Hospitality and Tourism*, 9, 318-339.
- LaMontagne, A. D., Keegel, T., Louie, A. M., Ostry, A. & Landsbergis, P. A. (2007). A systematic review of the job-stress intervention evaluation literature 1990-2005. *International Journal of Occupation Environment Health*, 13, 268-280.
- Lapenz, S. K., & Lester, D. (1997). Job satisfaction in casino employees. *Perceptual and Motor Skills*, 84, 1258.
- Lazarus, R. S. (1995). Psychological stress in the workplace. In R. Crandell & Perrewe, P. L. (eds.), *Occupational Stress* (pp. 3-14), Washington, DC: Taylor & Francis.
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal and coping*. New York: Springer.
- Lerner, D., Adler, D. A, Chang, H., Lapitsky, L., Hood, M. Y., Perissinotto, C., Reed, J., McLaughlin, T. J., Berndt, E. R., & Rogers, W. H. (2004). Unemployment, job retention, and productivity loss among employees with depression. *Psychiatric Services*, 55(12), 1371-1378.
- Lo, K., & Lamm, F. (2005). Occupational stress in the hospitality industry - An employment relations perspective. *New Zealand Journal of Employment Relations*, 30(1), 23-48.

- Lv, Q., Xu S. & Ji H., (2012). Emotional labour strategies, emotional exhaustion, and turnover intentions: An empirical study of Chinese hotel employees. *Journal of Human Resources in Hospitality and Tourism*, 11, 87-105.
- Magnini, V. P. (2009). Understanding and reducing work-family conflict in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 8, 119-136.
- Maslach, C. (1978). Burned-out. *Human Behavior*, 5(9), 16-22.
- Maslach, C. (2006). Understanding burnout. In A. M. Rossi, P. L. Perrewe, & S. L. Sauter, (eds), *Stress and the quality of working life: Current perspectives in occupational health*, (pp. 37-52). New York: Information Age Publishing.
- Maslach, C., & Leiter, M. P. (1997). *The truth about burnout*. New York: Jossey-Bass.
- Maslach, C., Wilmar, B., Schaufeli, M. & Leiter, P. (2001), Job burnout. *Annual Review of Psychology*, 52, 397-423.
- Montgomery, B., & Evans, L. (2001). *Stress and you*. New Delhi, India: Penguin.
- Productivity Commission (2010). *Gambling*: Productivity Commission inquiry report. (No. 50). Canberra: Australian Government Productivity Commission.
- Schulte, P.A. (2006). Emerging Issues in Occupational Safety and Health. *International Journal of Occupational and Environmental Health* 12(3). 273-277.
- Selye, H. (1976). Forty years of stress research: Principal remaining problems and misconceptions. *Canadian Medical Association Journal*, 115(1), 53-56.
- Shaffer, H. & Korn, D. (2002). Gambling and related mental disorders: A public health analysis. *Annual Review of Public Health*, 23, 171-212.
- Shaffer, H. J., Vander Bilt, J., & Hall, M. N. (1999). Gambling, drinking, smoking and other health risk activities among casino employees. *American Journal of Industrial Medicine*, 36, 365-378.

- Singh, J. (2000). Performance productivity and quality of frontline employees in service organizations. *Journal of Marketing*, 64, 15–34.
- Spector, P. E. (1997). *Job satisfaction: Application, Assessment, Cause, and Consequences*, Thousand Oaks, CA: Sage.
- Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: Interpersonal conflict at work scale, organizational constraints scale, quantitative workload inventory, and physical symptoms inventory, *Journal of Occupational Health Psychology*, 3(4), 356-367.
- Stanton, J. M., Balzer, W. K., Smith, P. C., Parra, L. F., & Ironson, G. (2001). A general measure of work stress: The stress in general scale. *Educational and Psychological Measurement*, 61(5), 866-889.
- Strauss, A., & Corbin, J. (2007). *Basics of qualitative research: Techniques and procedures for developing Grounded Theory* (3rd Ed). Thousand Oaks, CA: Sage.
- Taormina, R. J., & Kuok, A. C. (2009). Factors related to casino dealer burnout and turnover intention in Macau: Implications for casino management. *International Gambling Studies*, 9(3), 275-294.
- Taylor, S.E., (1991). Asymmetrical effects of positive and negative events: The mobilization minimization hypotheses. *Psychological Bulletin*. 110(1), 67-85.
- Trout, D., Decker, J., Mueller, C., Bernert, J. T., & Pirkle, J. (1998). Exposure of casino employees to environmental tobacco smoke. *Journal of Occupational and Environmental Medicine*, 40(3), 27-276.
- Walters, G. & Raybould, M. (2007), Burnout and perceived organizational support among front-line hospitality employees. *Journal of Hospitality and Tourism Management*, 14(2),144-156.

- Wright, T. A., & Hobfoll, S. E. (2004). Commitment, psychological well-being and job performance: An examination of conservation of resources (COR) theory and job burnout. *Journal of Business and Management*, 9 (4): 389-406.
- Wu, A. M. S., & Wong, E. M. W. (2008). Disordered gambling among Chinese casino employees, *Journal of Gambling Studies*. 24, 207-217.
- Yavas, U., Karatepe, O. M., & Babakus, E. (2011). Efficacy of job and personal resources across psychological and behavioural outcomes in the hotel industry. *Journal of Human Resources in Hospitality & Tourism*, 10(3), 304-314.
- Zeithaml, V. A., & Bitner, M. J. (2000). *Service marketing*, New Delhi: Tata McGraw-Hill.