

research snapshot

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The role of emotional intelligence in casino dealer and gambler interactions

What this research is about

People with high emotional intelligence can understand and manage their own emotions, as well as the emotions of others. For example, someone who is emotionally intelligent knows when to be sympathetic towards others. Employee emotional intelligence affects job satisfaction and customer satisfaction. Satisfied customers are more likely to continue using their services and to tip them, which generates more income. Customer service workers who are more emotionally intelligent tend to be more successful. This could be because they know how to interact with customers to make them feel comfortable and content.

In a gambling context, casino dealers are customer service workers and gamblers are customers. Therefore, the emotional intelligence of casino dealers may affect the satisfaction and retention of gamblers who play at their table. This study looks at the interaction between casino dealers and gamblers. The goal is to understand how a dealer's emotional intelligence affects their job satisfaction, turnover intention, and gamblers' responses. This study tests the following hypotheses about a dealer's emotional intelligence:

Dealer satisfaction and job retention

Dealers who are more emotionally intelligent are more satisfied with their job and less likely to leave their job.

Customer satisfaction and retention

Dealers who are emotionally intelligent and satisfied with their job receive more positive responses from customers. Dealers who intend to stay at their job also receive more positive responses from customers.

What you need to know

Emotional intelligence is the ability to understand and manage emotions. This includes one's own emotions and the emotions of others. Customer service workers who are emotionally intelligent are better at dealing with customers. In casinos, dealers and gamblers can be thought of as customer service workers and their customers. This study tested for a link between dealers' emotional intelligence, job satisfaction, turnover intention, and the responses of their gambling customers. More emotionally intelligent dealers were more satisfied with their jobs and less likely to leave. Gamblers were more satisfied with dealers who were emotionally intelligent. They were also more likely to stay at or return to the tables of emotionally intelligent dealers. Therefore, dealer emotional intelligence could lead to more positive customer responses.

What the researchers did

The study took place in Macao, which is one of the largest gambling capitals in the world. The researcher sent surveys to 22 casinos in Macao. There were two surveys, one for casino dealers and another for their supervisors. The dealers filled out surveys about their emotional intelligence and job satisfaction. The supervisors filled out surveys about customer responses to each of their dealers. All participants were at least 21 years old, and 48% were female and 52% were male.

The dealer surveys included a self-report emotional intelligence scale (WEIS). Participants rated how much they agreed with statements about each area of

emotional intelligence. Examples for each of the four areas are:

- i) Self-emotion appraisal: “I always know whether or not I am happy”.
- ii) Other-emotion appraisal: “I am a good observer of others’ emotions”
- iii) Use of emotion: “I am a self-motivated person”
- iv) Regulation of emotion: “I am able to control my temper so that I can handle difficulties rationally”

The survey also measured the dealers’ job satisfaction using a generic job satisfaction scale. For example: “I receive recognition for a job well done” and “I feel secure about my job at this casino”. Finally, the survey asked dealers whether they planned to leave their job or explore other job opportunities within the next year.

The supervisor surveys measured customer responses to each dealer. The supervisors rated how much they agreed with statements about customer complaints or compliments of the dealer. For example “Customers often speak positively of this dealer”. It also asked whether customers often stayed at or returned to a specific dealer’s table.

What the researchers found

Dealer satisfaction and job retention

Dealers who were more emotionally intelligent had higher job satisfaction. These dealers were also more likely to stay at their job over the next year.

Customer satisfaction and retention

Dealers who were more emotionally intelligent received more positive responses from customers. Dealers who were more satisfied and intended to stay at their jobs also received more positive responses from customers. This included more compliments and fewer complaints from customers. Customers were also more likely to stay at or return to these dealers’ tables.

How you can use this research

This study shows a link between casino dealers’ emotional intelligence, their job satisfaction, and positive customer responses. Since casino dealers

who are more emotionally intelligent are more satisfied with their jobs, emotional intelligence training for dealers could lead to better workplace well-being. People with gambling problems may show signs of distress while gambling. Future research could look at whether emotional intelligence training improves the ability of casino staff to detect and interact with distressed gamblers. This could help reduce gambling harm among casino gamblers.

About the researchers

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