

# **The Incivility of Customers towards Workers in the Casino Industry**

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## **ABSTRACT**

The aim of this topic was to examine and bring to light the issue of customer incivility in the casino industry, the impacts on its workers- emotionally, behaviorally, health wise etc. and the handling of these situations by the management. The aim was to find the impacts on the behaviors of the staff, effects on job satisfaction and staff performance, human resources/managerial practices towards its staff, impacts on the health, impacts of incivility in relation to important workplace outcomes and withdrawal behaviors.

I used the qualitative research approach to collect data through semi-structured face to face interviews recorded and hand written, interviewing 28 staffs from few casinos working in various departments. The respondents were mostly students of different nationalities.

In this study it was found that the issue of customer incivility in the casino is severe and boils down to money. The character and the way the staff were treated by the customer, was dependents on their mood in relation to the game. In general, if they are wining, they are in their best behavior and when losing they are in their worst behavior. But most of the time they are described as being rude and aggressive. Another finding was the issue of management intervention and human resource practices in the casino. It was found that the management system is customer oriented and does not handle uncivil moment rightly, since customers act in disrespectful ways to the staff which make them feel unvalued by the organization. Moreover, it was unearthed that the casino management also failed in giving adequate training and emotional support to

the staff. Therefore, to conclude, in this study as a researcher I noticed that the issue of incivility in the casino environment can only be managed by proper management intervention and good human resource practices.

**Keywords:** customer incivility, uncivil actions, management intervention, impacts.

## ÖZ

Bu çalışmanın amacı, kumarhane endüstrisindeki müşteri kabalığının, çalışanlar üzerindeki duygusal, davranışsal, sağlık açısından olan etkilerini araştırmak ve bu etkilerin yönetim tarafından nasıl ele alındığını incelemektir. Buna ek olarak çalışma, kumarhane sektöründe çalışan personelin, müşteri nezaketsiz davranışları ve bu davranışların iş tatmini ve çalışan performansı üzerindeki etkilerini, personele yönelik insan kaynakları / yönetsel uygulamaları, sağlık üzerindeki etkileri, ve geri çekilme davranışları ile ilgili etkilerini bulmaktadır.

Bu çalışmada nitel araştırma paradigmasının temel alınıp, yarı yapılandırılmış görüşme tekniği kullanılmıştır. Görüşmede farklı alanlarda çalışan toplam 28 kumarhane çalışanıyla yüz yüze görüşme yapılmış, görüşme esnasında katılımcıların görüşmeleri kayıt altına alınmış, daha sonrada görüşmeden elde edilen kayıtlar yazıya dökülmüştür. Katılımcılar genel olarak öğrenci olup, uyrukları farklı ülkelerden oluşmaktadır.

Çalışmanın sonuçları, müşteri nezaketsizliğinin kumarhanelerde ciddi boyutlarda olduğunu göstermiştir. Çalışma ayrıca, müşteri tarafından personele davranış şekli ve karakteri, oyunla ilgili ruh hallerine bağlı olduğunu yansıtmıştır. Genellikle, kumar oynayan konuklar kazandıkları zaman çalışanlara olumlu davrandıkları, aksi durumda çalışanlara karşı nezaketsiz oldukları çalışmada bulunmuştur. Fakat, genel anlamda kumar oynayan konuklar çalışanlara karşı nezaketsiz tutumda buldukları çalışmanın bir bulgusu olarak kaydedilmiştir. Diğer bir bulgu, kumarhanede yönetim müdahalesi

ve insan kaynakları uygulamaları konusuydu. Yönetim sisteminin müşteri odaklı olduğu ve nezaketsiz anları doğru bir şekilde ele almadığı tespit edilmiştir.

Buna ek olarak, kumarhane yönetiminin de personele yeterli eğitim ve psikolojik destek vermede başarısız olduğu çalışmada bulunmuştur.

**Anahtar Kelimeler:** müşteri kabalığı, sivil olmayan eylemler, yönetim müdahalesi, etkiler.

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# Chapter 1

## INTRODUCTION

### 1.1 Introduction to the Topic

People want to be treated with regard and reverence at all times which is considered as being polite, however under several conditions' workers are being treated disrespectfully which is undesirable. Several researchers have explored the issue of customer incivility in the workplace, its effects and defines Workplace incivility as rude acts that disrupts the acceptable norms of the workplace, lacking collective respect. It's seen as a momentary situation that interrupts the normal activity of a workplace (Estes and Wang as cited in Yuniasanti, Abas & Hamzah, 2019). It's also defined as an unacceptable character different from the generally acceptable norms of mutual respect and courtesy by customers towards workers in a place of work. Its characterized as being rude, yelling, ignoring a person etc. (Grandey, Dickter, & Sin, 2004).

In several institution's, it's found that customers behave wrongly on the grounds of expressing express their anger with the feeling of superiority over the staff and the often-vocalized phrase "customers are always right" used in almost every service organization encourages that customers' needs must be met and the need for employees to satisfy a customer at all cost; this is could possibly be an underlying reason why customers unintentionally act in an unacceptable manner (Yagil, as seen in Hu & King, 2017). One or two encounter of uncivil customer's may not be so bad

but daily experiences accumulates and becomes stressful to the employee thus resulting in bad outcomes which are emotional exhaustion(burnout), loss of motivation to work, withdrawal from work, increased stress which in turn affect their work performance and job satisfaction (Cheng & Wang, 2019).

In relation to the casino environment previous research focused on the quality of the workers work life, job perception, smoking and health but little to no studies have focused on customer incivility, and its impacts in the casino. This study explores the subject in the casino environment. The casino is an organization that operates 24hrs a day for 365days non-stop, making the nature of the job quite intensive causing emotional exhaustion/burnout, tardiness, skipping of work, bad effects on health, social and family relationships, turn over intentions and effects on the individual in relation to work life balance. (Wan, 2013).

The casino environment in description, is toxic, has poor ventilation, unstable schedule and noisy at all times. The employee's work long and odd hours mostly standing on high heels, playing on the tables as dealers or walking around serving drinks as waitresses (Clouser, Flunker, Swanberg, Betz, Baidwan & Tracy, 2018) with short frequent breaks. They require certain facial maintenance during service requiring prompt response to the customer, having to tolerate the redness, transfer of aggression and all form of characters from customers still trying to make them happy and may even open to physical strike. (Field; Wan, 2010 seen in Wan, 2013 study). The employees are faced with stress due to the tedious and hard nature of the job as well as being dissatisfied with their work. With money as the focal point in the casino the workers experience high level of incivility from the customers and the management contributing to it indirectly with the customer-oriented principles. This study focuses

on the effects of incivility on the employees, the organization, the impacts on the behaviors of the staff, effects on job satisfaction and staff performance, the human resources/managerial practices towards its staff.

## **1.2 The Significance of the Study/ The Contribution of the Study**

The importance of this study will help the casino industry become aware of the issue and its impacts on the organization and staff and also the knowledge on how to deal with the issue when it arises, because of the nature of the job.

This research reveals the main issue with customer incivility in the casino has to do with management interventions during heated moments between a customer and a staff, it human resource practices in relation to selection and training, and emotional support from those in managerial positions.

The findings of this research shows that though the issue of incivility in the casino place is in totally unavoidable, it can be managed by good the human resource practices that includes proper and careful selection of staffs, training on customer relation, emotional training, appraisal and recognition, and the training for those in management positions.

## **1.3 Aims & Objectives of the Study**

The aim of this topic is to examine and bring to light the issue of customer incivility in the casino industry, the impacts on its workers- emotionally, behaviorally, health wise etc. and the handling of these situations by the management.

In order to achieve this aim I will collect and analyze information on these areas:

- Impacts on the behaviors of the staff

- Effects on job satisfaction and staff performance
- Human resources/managerial practices towards its staff
- Impacts on the health.
- Impacts of incivility in relation to the important workplace outcomes and withdrawal behaviors.

## **1.4 Research Questions**

1. How satisfied are you with your job?
2. what's your perception about your customers?
3. How educated are you about your job role?
4. Explain your experiences with customers at work?
5. How do you deal with the customers emotionally during interaction?
6. What's the impacts of the work on you emotionally?
7. Over time what changes have you noticed in yourself as a result of the casino environment?
8. What are those uncivil behaviors' you have experience from your customers?
9. How do customers treat you?
10. Customer orientation—how well do you serve your customers?
11. Do you have any turn over intentions?

## Chapter 2

### LITERATURE REVIEW

#### 2.1 Introduction: Definitions and Concepts

Casino's in most tourist destinations are seen to be an economical pump to the economy, and so it requires intense attention to its staffs and departments because it operates 24hours, 7days a week and throughout the year with a larger workforce, staff from management, backhouse and frontline staff dealing directly with the gamblers. The frontline staff (dealers, waitresses) play most critical roles in maintaining the success of the casino and so bettering frontline staffs and boosting their loyalty to the casino have becoming critical practices for casino' (Li, Liu & Ali 2018). Work place attitudes and behaviors have become focal points of study as they cost and effects both the organization and the individual through turnover rates, emotional and psychological burnout for the organization. The effects can happen as a result of customer/workplace incivility, the lack of human resource strategies such as appraisal, recognition (Gibbs, MacDonald, & MacKay, 2015; Lockyer & Scholarios, 2004), lack of extensive training (Karatepe's study cited in Li et al.,2108) and psychological contract breach (Li et al., 2018). Psychological contract breach is a relationship between an employee and an employer whereby they are informal, unwritten, arrangements mutual beliefs, common expectations between an employee and employer in an organization (Li et al., 2018). Examples of such includes closing two hours before the main closing time a day before an employee's off, not correcting an



employee in front of a customer, intervening during situations whereby a customer behaves in an uncivil.

Incivility refers to attitude that are against one's interpersonal norms without the intentions to hurt them, it includes being rude, yelling, ignoring a person etc. (Grandey, Dickter, & Sin, 2004). The idea of customer incivility is seen as a less intended want to hurt employee's, its seen as an unacceptable character different from the generally acceptable norms of mutual respect and courtesy by customers towards workers in a place of work. (Sliter, Jex, Wolford, & McInnerney, as cited in Kim & Qu, 2019).

Workplace incivility can be defined as rude acts that disrupts the acceptable norms of the workplace, lacking collective respect. It's seen as a momentary situation that interrupts the normal activity of a workplace (Estes and Wang as cited in Yuniasanti, Abas & Hamzah, 2019). It can also be described as workplace aggression and daily difficulty such as superiority, disrespectful statements, ignoring an employee's opinion, and excluding a coworker during day-to-day interactions, which may be harmful to an employee's well-being (Andersson and Pearson, 1999; Cortina et al., 2001 cited in Hur, Moon & Han, 2015). The concept of customer incivility is a very unique concept because it has no intentions to hurt the workers directly.

The often-vocalized phrase "customers are always right" used in almost every service organization encourages that customers' needs must be met and the need for employees to satisfy a customer at all cost. This is could possibly be an underlying reason why customers unintentionally act in an unacceptable manner (Yagil, as seen in Hu & King, 2017). Service providers who are required to endure such behavior's stems down to the point of client's status higher than clients and staffs. According to

some research (Kim & Qui, 2019) they include verbal and/or physical abuse on service workers and/or company, theft, creating a loss, vandalism and trashing, speaking rudely/insultingly, aggressive and sexually abusive customer behaviors, fraudulent claiming behavior, consumer fraud activity, deviant consumption behavior, verbal aggression, yelling (cited in Hu et al., 2017).

One or two encounters of uncivil customer's may not be so bad but a daily experience accumulates and becomes stressful to the employee thus resulting in bad outcomes which are emotional exhaustion(burnout) increased stress which in turn affect their work performance and job satisfaction (Cheng & Wang, 2019).

(Maslach as cited in Kim & Qui, 2019) states that burnout out has to do with work ache accumulated as a result of related work stress. Burnout is complex as it includes emotional exhaustion, depersonalization and the feeling of reduced accomplishment. Emotional exhaustion means a reduction in an individual's emotional resources. "Depersonalization describes a state where an individual holds negative attitudes toward the other individuals with whom they work or to whom they render a service" (Maslach cited in Kim & Qui 2019, p, 61).

Feeling of reduce accomplishment is when an individual feels they are no longer contributing to the organization. Job satisfaction is defined as one feeling happy and motivated while he/she is at their jobs. However continuous experience of incivility causes dissatisfaction towards work and thus affect their work attitude. Cortina et al., found in Chen & Wang (2019), in relations to the studies emotional exhaustion and depersonalization are chosen to be key effects of the concepts. Research on burnout shows that employees contact with customers and excessive work task increases

burnout which in turn leads to decrease in organizational commitment and work delight. However, the impacts of misbehaving clients related to emotional exhaustion of a worker is due to the mediating effect of employee stress role. (Hu & King, 2017). More interactions with a misbehaving client definitely lead to high role stress which is bad to an employee emotional labor and in response to such encounter they show emotions that are not actually felt (Hu & King, 2017).

Employees see an event to be bad when the customers act in an ill-mannered way towards them and in most cases customers are always termed to be right, as employees don't have the right to choose their customers and so prolonged and continuous happening of such event which stresses the employee's psychologically finally leads to burnout.

Customers incivility can be viewed from two angles – the transfer of aggression and their feeling of superiority over the customers, as well as the act of speaking to the employees. (Silter & Jex 2012). However, there are several factors that makes a client become uncivil to an employee - lack of customer orientation, inadequate information about the services/goods being sold or carried out to the customer, the individual personality of the employee, staff not being able to meet a client expectation, too much consumption of alcohol as staffs in casino stated to be the major reason seen in (Aslan and Kozak studies cited by Torres, Niekerk & Orlowski, 2017).

Continuous involvement with customers being impolite or rude leads to complete exhaustion of an employee, emotional work demand and the total wellbeing of the employee as its affect their service performance, its leaves them feeling incompetent and also affects their relation with their coworkers. Also, as workers being put in a

series of emotional cognition process are seen in two stages - awareness (emotion evaluation) and response (cognition selection) according to the stress coping model as explained by (Lazarus as cited in Chen & Wang 2019).

However emotional intelligence poses as an intermediary which reduces the effects of incivility at work. Chen & Wang (2019) in the study of incivility - When exploring the moderating effects of emotional intelligence on the relationship between workplace incivility and job satisfaction (or turnover intention), shows that the “chefs with higher emotional intelligence suffer less negative influence of workplace incivility on work satisfaction and vice versa” and so high emotional intelligence has quite some effect in the prevalence between workplace incivility and unethical work behaviors such as abuse, theft, withdrawal behavior by employee’s. Also is the evaluation and response of client aggressiveness by staff. Staff that evaluate a client’s aggressive attitude to be very difficult tends to respond by expressing their anger exactly how they feel (Grandey et al., 2004). And this is the reason why adequate trainings by organizations should be provided to handle and manage one’s emotions during such problematic events to test and prepare staff. Emotional intelligence can be defined as the ability to process and control ones owned and others emotions being able to make sound decisions. And so high level of emotional intelligence can help reduce the pressure from customer’s behavior’s on work performance.

Customer incivility leads to employee’s incivility towards customers, when employees become psychologically exhausted, they tend to react in disrespectful manners, like talking with high tone or sometime even walking out or ignoring customers. Torres et al., (2017).

## **2.2 Effects of Customer Incivility**

### **2.2.1 Increase in Emotional Job Demand**

A major effect of customer incivility on workers has to do with total exhaustion as a result of high levels of job demand most especially emotional labor in order to keep up with the job requirements in regards to performance level (kim & Qu, 2019). Bakker et al., (2005, p 170.) defined Emotional job demands According to the JD-R model, as the “physical, social, or organizational aspects of the job that require sustained physical or mental efforts and are therefore associated with certain physiological and psychological costs” (as cited in Kim & Qui, 2019). It is having to do with the staff managing and putting up a controlled facial and body display with an intentional control of their emotions. Emotional job demand is divided in to surface acting and deep acting. Surface acting is defined as faking emotions and deep acting has to do with bringing out their genuine and natural emotions. Most companies do have expected expression of emotions such as “smile always” thus maintaining a cheerful attitude during interaction with guest, making service staff “actors of service theater” (Hu et al., 2017).

Excessive emotional job demand increase stress on the individual psychologically and burnout, in order to keep up with the company’s expectation of them they began surface acting – cover up and faking feelings of which also adds more stress on them psychologically. Customer incivility is related to psychological cost.

Emotional job demand is also the reason for the staff wanting to quit their job. Psychological well-being the mediator between workplace incivility and the intention to quite a job. The construct of wellbeing is seen in three aspects which are

psychological, social and the physical wellbeing. The social well-being is a positive support network/relationship at work, psychological wellbeing is our ability to handle the stresses of daily life and maintain a positive attitude and sense of purpose” (Yuniasanti et al., 2019). The psychological wellbeing is affected more from work. Being in a job that is rewarding, good management/co-worker relationship, respect, opportunities which allows for appreciation of achievement, supportive management is a key factor of psychological wellbeing and when an organization has this, it has the chance of reducing the intent to quite one’s job. Swift et al. (2014) as explains in Yuniasanti et al., (2019) emotional exhaustion leads to relapse in total performance of a staff member towards the work.

### **2.2.2 Transfer of Aggression on Fellow Workers Known as Employee Incivility**

When the workers have reached the climax of the uncivil manners from customers and are burned out, they tend to become rude and it put back on both the customers and their fellow workers but most of the time the customers. Burnout is a sign that the workers can no longer control or coordinate their action during interaction with others (Zapf & Holz, as cited in kim & Qui, 2019).

This finding presents that customer incivility increases a level of physiological costs from employees both directly and indirectly by triggering emotional job demands and also shows that employees reactions to handling customer-related emotional demands could trigger burnout. (Kim and Qu, 2019, p. 14). And also, customer incivility is directly associated with employee burnout.

## **2.3 Loss of Resources on Employees**

### **2.3.1 Effect on Social Resources**

leading to withdrawal from work and reduction in performance. According to the COR model (creating opportunities through relationships), it's seen that social resources such as respect and emotional support is key in handling incivility as a stressor in a work place and a key component of the COR model. When coworkers act uncivil to their fellow workers, it reduces these supports from them and according to the COR theory, they try to support themselves by bringing out their own personal resources by withdrawing from work and reduction in performance (Silter et al., 2012). Withdrawal from work through skipping some days from the work to restore resources.

Also, in terms of resources are support from their supervisors. Staff view supervisory support to be the level to which contributions and care about their wellbeing is showed to them. They include assistant managers, general managers and maybe CEO's who may be able to show emotional support and help reduce the effect of workplace stressors especially if they share similar work environment example of hotels/casinos etc. Han, Bonn, & Cho (2016). Studies show they also help to reduce the negative effect of client's incivility on staff. For instances the presence of the management frequently at a frontline service counters eases problem before it escalates in to uncivil moments, because both the employee and the clients are aware of the management presence and so they are easily reachable. Han et al., (2016). However, managers with customer orientation which places more emphasis on customers are likely to add more stress to an employee trying to satisfy the clients rather than show support to the employee. Managerial influence is a major factor in an organization as most workers look forward to working with an "angel boss manager" Yang & Lau (2019). It's more

of a manager with high emotional intelligence being able to recognize employees nonverbal, facial emotional clues and help by interference reducing bad client influence and reduce burnout from staff, however as mentioned earlier managers who failed to step in during such heated moments, the employees perceive such as breach of psychological contract especially in a casino as managers are expected to step in when customers act uncivil.

## **2.4 Effect on the Originations**

when the subject of civility is looked from a multidimensional angle that is from rather the customer or employee it has effects on the organization such as absenteeism, delay and also reduction in work performance. several rudeness by customer tend to have effect on the organization through 1, employee withdrawal that is absenteeism, tardiness and their work performance (Silter, Silter & Jex, 2012).

## **2.5 Effects on Job Satisfaction, Turnover Intentions and Coping Strategies**

Incivility has effects on turnover intentions through job satisfaction, as job satisfaction directly affects the intentions to leave work and work place incivility has serious negative impact on job satisfaction. That is to say the intense the work place incivility the lower work satisfaction. Chen & Wang (2019). Job satisfaction brings about increase levels of work performance and encouragement to remain in one's work but when workers become unhappy with their work its results are seen through poor work performance, sluggishness, skipping of work and finally the intentions to quite the work. Chen & Wang (2019). However, before its gets to the point of deciding to quite the job they are different strategies by which the employees take to manage the situation adding to the previously mentioned is smoking, breathing and walking out of



the customers mostly especially in a casino setting, and those clients with the worst behaviors are those in the middle class.

## **2.6 How Incivility can be Managed with Customers and the Employees**

### **2.6.1 Training**

Training to equip staffs physical and mentally for any situation should be provided by the organization on how to manage example, calming upset customers during heated moments (Hur, Moon, & Han,2015), it would reduce stress and burn out as a result of the encountering uncivil customers. Training should include scenarios of problematic encounters so the staffs can be built up to handle such situations toughly (Hu et al., 2017). With the training employees can be given the freedom to handle situations with uncivil customers.

The need for the importance of customer orientation is crucial to some degree as little information about a service could make a customer with the perception of having poor service from the firm, result in an uncivil behavior by the customer in response to the bad service. Torres et al., (2017). Therefore, staff should have adequate knowledge about their products and services in order for them to offer excellent delivery. (Sliter et al., as cited in Hur et al., 2015).

### **2.6.2 Good Working Environment**

A good physical working environment creates positive energy for the workers as well as reduce the effects of incivility in an organization, example an open space for breaks, in a hotel or restaurant.

The use of reasonable shift i.e. Hours of work allocated to the staffs should be done appropriately with adequate staffs to avoid over time (Cheng & Wang 2019).

It's also necessary for managers to show support and concern for their employee's such as giving them break to relax their minds during peak periods, communicating with them individually makes them feel supported by their managers and reduces their intentions to leave the job Another is the appraisals and recognition of staff with excellent composure as this tend to motivate employees.

## **Chapter 3**

### **LITERATURE REVIEW 2**

#### **3.1 The Study of the Casino Working Environment, its Workers the Impact of the Job and their Work Perception**

##### **3.1.1 Introduction to the Casino Working Environment**

As said earlier Casino's in most tourist destinations are seen to be an economical pump to the economy, requiring intense attention to its staffs and departments, it operates 24hours, 7days a week and throughout the year with a larger workforce, staff from management, backhouse and frontline staff dealing directly with the gamblers. The frontline staff (dealers, waitresses, security) play most critical roles in maintaining the success of the casino and so bettering frontline staffs and boosting their loyalty to the casino have become critical practices for casino' (Li, Liu & Ali, 2018). The nature of the job is quite intensive and comes with emotional exhaustion/burnout, tardiness, skipping of work, bad effects on health, turn over intentions and also effect the life of the individual in relation to work life balance. Providing quality work life balance can help reduce the negative effects as mentioned above and rather motivate the individual (Wan, 2013). Quality work life defined on personal basis, is the believe about one's work and its environment; the physical environment, work place standard and procedures, compensation, development opportunities, social environment in the company, work life balance (Sirgy et al., 2001 as see in Wan, 2013). With several definition being given to the concept either relating to the working environment or the

working environment and its relation to work life balance. Organizations needs to know and implement activities that contribute to QWL as discussed later.

In the gaming industry there are various departments that deals directly with customer and the casino dealers are often viewed as part of the frontline service staff that tries to retain the clients through the quality of service they provide. They put in efforts to impress the client and their perspective about the company by learning the companies polices and goals. The dealers face intensity because of the nature of their work, as they face pressure from client expectations of job accuracy, the magnitude of encounter with customer, as well as the customer inadequacy and having to deal with their moods (Wan 2010). Example, customers who loses money may blame it on them and began to abuse them verbally. The dealers rewards, bonus are based on their conformity with the rigorous gaming rules and their level of service performance, however dealers are often torn between providing the service that the client require and following to the rules of the company such as maintaining distance and not chatting or interacting with the guest, but the use of service related behaviors such as smiling, and calling client's by their names(Wan, 2010) and this is because there is no proper training before the job based on service and not on how to play the game.

In the Casino, employees work long and at odd hours mostly standing with high heels, carrying trays and serving drinks as done by the waitresses (Clouser, Flunker, Swanberg, Betz, Baidwan & Tracy, 2018) with short frequent breaks. The require certain facial maintenance during service requiring prompt response to the customer. They experience long standing hours, work shifts, stress due to repetitions from card dealings and counting money (Clouser et al., 2018). The employees are faced with stress due to the tedious and hard nature of the job as well as being dissatisfied with

their work. They have to tolerate the redness, transfer of aggression and all form of characters from customers still trying to make them happy and may even open to physical strike. (Field; Wan, 2010 seen in Wan, 2013 study. For the dealers there is very little job security even in regards to work advancement in terms of position as most heads are brought in to the company and not internally promoted or selected, they also deal with the stress of tension due to lack of trust from the management on both the players and the customer, the issue of poor ventilated areas full of smoke from cigarette, noisy with sounds from the slot machine continuous chattering by both the customers waitresses etc. hence the job of working in the casino is very tedious and hectic(Wan, 2013).

Casinos mostly basically offers trainings on how to play but not on customer service and quality management. There is lack of clarity of the jobs do's and don'ts in the casino as instructions are given but no explanation is given for proper understanding, this is as a result of improper communication as the manager might not be able to communicate properly. There are certain factors that shapes job perception by employees and contribute to the quality of work life of staffs. QWL as defined variously can be summarized by (Stjernberg, 1997) in to favorable conditions and environment of a workplace that support and promote employee satisfaction both in and out of the working environment seen in Wan, 2013. And this factors group in to HRM policies, work characteristics, physical working environment and corporation amongst staff (Curtis and Upchurch, 2008; Kandasamy and Ancheri, 2009 seen in Wan,2010), are likely to be the same with other job sectors human resource practices but our focus is on the casino thy are as follows:

### **3.1.2 Motivation and Reward**

Rewards and recognition are part of the criteria's that enhances high performance in a staff, affect job satisfaction, retention and loyalty to an organization be it externally done through pay and bonus or interpersonally like comments and appraisal done fairly, however when a staff perceive the system to be unfair its affects their level of work satisfaction (Wan, 2010). This can be relatable to respects at work. Workers in the gaming industry does face a lot of disrespect both from the customers and their management in an attempt not to lose the VIP players, the management can step in showing respect to its workers through recognition of performance and support, through plain conversation such as hello, little boss-employee chat asking about the employees wellbeing, asking for their suggestion's concerning difficult issues etc. can boost and even bring back their confidence and sense of respect. (Wan, 2013).

Studies show in casinos are favoritism, partial rewards rather than the use of employees work experience level of education and performance (Wan, 2010), being that the casino working environment is filled with multicultural employees and sometimes those who are being promoted are those who can communicate with their boss living the locals behind. In most casino assessment criteria are unclear due to constantly abrupt changes in the assessment lists and most time without the involvement of the dealers/workers. (Johnston and Clark, 2005) stated that people work more effectively when they know how they will be assessed with that been said it's important to create a working environment where the reward and promotion standards are made available and understood by all employees and with their involvement in the decision making shows that they are valued by the organization.

### **3.1.3 Empowerment and Involvement**

The involvement of staffs during decision making makes the employee feel value and also through such opportunities they are able to offer feedbacks and offer suggestions.

### **3.1.4 Team Work**

A sense of oneness in an organization by its staff member leads to high quality service, build trust amongst one another, creates room for effective communication and so building an understanding of the spirit of team work is off importance. The team concept “encourages social support amongst the employees in times of stress, creates an interpersonal bond that encourages high morale, and fosters flexible staffing”. Eder (1990) seen in Wan, 2010. It is also one of the indicators for a good work life for an employee, as good communication network across the various department in an organization create effective work and minimizes guest complaints (Wan, 2013)

### **3.1.5 Communication**

Communication in an organization is a very important key for success. Communication can be carried out through involvement in decision making, short meetings before the resumption of work, roundtable meetings, informal gatherings etc. internal communication can also be created through annual meetings, meeting, picnics and get together (Wan, 2013).

### **3.1.6 Training and Development**

Quality and perfection in business is brought about through trainings given to the staffs of any organizations. It used to create believe about the company’s goals and vision, help employees understand and accepts roles news roles, prepares them for leadership positions, handle difficult issue’s during challenging times. Chan, 2012.

It’s important for a casino to know the range of its customers from different cultural back grounds in order to deal with them well, such as the area of gaming, it may be

required of the employee to give short explanation concerning the games, their tipping method, choice of alcoholic and non-alcoholic drinks and their serving methods (Kim, Prideaux & Kim, 2002). Due to difference in cultural background the dealers have different thoughts from their organization of what their clients perceive to be good service and so the need for their service requirement to be reassessed should be done in order for them to perform their jobs with a clear knowledge of service requirement and this can be done through trainings (Wan, 2010), training on basic communication in the host country language can be done as well as cross-cultural training (Wan, 2013).

### **3.1.7 Security**

On the Maslow's list of needs he stated security and security is an agent of motivation for workers. Job security at work places means management not being able to lay staff off at its own comfort (Sashkin and Kiser, 1993as seen in Wan,2010), rather in times of business recession or low performance of employees, the organization keep them aware of the situation and work with them to for solutions is way better than laying them off without notice or form of conversation. (Wan,2010). One way an organization can promote a sense of job security in the minds of its workers is through communication of training and promotion in their career as this can leave the workers motivated.

### **3.1.8 Good Working Schedules**

In the casino, one challenge is the issues of work schedules. Having a stable /flexible work shift can directly be related to having work life balance, that is having time with friends, social life family life etc. and so the need for good shift is necessary as well as proper communication to do over time in case of an emergency and not the last minute information.



### **3.1.9 Good Working Environment**

In Wan and Pilkington, 2009 study seen in Wan, 2013 the ability to work in a non-smoking environment is another attribute to quality work life as staff of casinos are aware of the effects on their health. Most casinos have no non-smoking areas leaving staff exposed to cigarette and pipe smoke in poor ventilated areas with no proper outlets for the inflow of air and so employees are concerned about working in a hazardous environment for long. Non-smoking environment can be made with the dealers and waitress being moved back and forth in this areas.

The Casino and Smoking is another aspect of the casino environment and its effects on workers' health, smoking habit, the willingness to quits smoking and how the constraints of smoking in casino's can affect its impacts on the smoking attitude of the men and women (Chan, Pilkington & Wan, 2012). Smoking is a very serious health concerned issue because of its effects on the life's of people. Its effects the body causing cancer of the lungs, larynx, esophagus, mouth and bladder and contributes to cancer of the cervix, pancreas, and kidneys (U.S. Department of Health and Human Services, 2004), lung cancer, cardiovascular disease and such lung ailments as emphysema, bronchitis and asthma (International Agency for Research on Cancer, 2002). In the hospitality industry, bar, restaurant, casino workers are exposed to second hand smoking and its proven that second hand smokers are definitely to get same health problems as smokers such cancer of the lungs. And frequent exposure increases the symptoms of these diseases such as swollen eyes and throat, respiratory tracts issues leading to cough etc. (Chan, 2012).

However, casino employees are the most exposed to second hand smoking and this is not because of the smoking customers this is as a result of working long hours in a

poor ventilated environment inhaling the cigarette for a long time ((Pilkington et al., 2007 as seen in Chen, 2012 study). Following the ban on smoking in a workplace environment there has been an improvement as well as reduction in the health of workers as well as an impact on their behavior towards smoking by making an environment that reduces the intake of cigarettes and the desire to quite cigarette.

Studies shows that casinos are meant to be included in the restrictions against smoking during service but are not, how in the case of North Cyprus as a worker I have witnessed the visit of health workers to the casino in which ash trays were asked to be taken away and smoking should not be allowed upon the visit from the health workers, but upon their leaving the ash trays were asked to be brought back and the smoking continued so it can be said that bans are being placed on smoking in casino's(even though not enough evidence to prove this yet has been found to proof this) but a majority of the casinos willingly allow for smoking in the casino as a strategy to keep the customers while some even give out packets of cigarette to their customers not minding the consequences of the smoke to the health talk less of considering its workers and therefore its reduces the wants to even quit smoking, reduces the effort in wanting to stop being in an environment full of smoke.

## **3.2 Impacts of the Casino Environment on the Workers**

### **3.2.1 Influence on Behavior**

Working in such a toxic environment, workers are likely to copy and follow bad attitude such as beginning to and even increase their intake of cigarette and alcohol consumption Clouser et al., (2018) and may even become gamblers.

### **3.2.2 Impact on Psychological Behavior**

Dealers and ladies face the issue of psychosocial stress having to deal with different behaviors and thought process as well as the issue of sexual harassment. Besides the wrongful acts by both customers and patron the sexual molestation can also be as a result of the compulsory seductive outfit as workers uniform and the workers somehow tolerate such behavior seeing it as part of their job (Clouser et al., 2018).

### **3.2.3 Impact on the Health**

Studies have shown employees in the casino complain of having back, shoulder, neck and respiratory issues, sour foot, leg pain and even knee problems due to constant pressure from working and standing for long hours on high heels.

### **3.2.4 Impact on Family Relationship**

Casino employment has benefit in terms of finances, but however in the area of maintaining family relationships it has bad effect which is seen in time management, behavior related strain and stress related (Chan, Kwok & Sui, 2015). Workers are not able to keep up with family roles or maintain the good relation with their kids, spouse and other family members due to lack of time from work shifts (Chan et al., 2015), working long hours, management related issue. Having to deal with customers are seen to have effects on the family resulting in issues balancing roles and times because of giving too much in the other.

Besides time issue is that of strain-pressure affecting them psychologically and physically. They go through serious stress levels, low level of work satisfaction, effect on their mental health as a result of stress from work and a weakening family tie leading to tiredness and sleep problems and not being able to perform family duties (Chan et al., 2015). They experience sleep issues such as insomnia, feeling tired all day and even have to spend their free time on trying to get rest.

There is lack of time and communication between the kids, spouse and other family members as a result of the work. Family doing things together is important for maintaining oneness and due to work schedule, they not able to meet up, spend time with the kids which leaves the parent to only being materialistic with the kids in compensation for their lack of time.

In order to tackle these issues, there is, the need for creating more shifts allowing the employees to choose in order to have more time with their family. In addition, need for the creation of social activities which involves their families in order to create a reconnection between the families also ease gambling problems between employees.

There is also the need for workshops and seminar on how to balance work and maintain family. Educating them on how to address family issues and better their communication as well on how to deal with psychological work-related stress reducing the impacts on them (Chan et al., 2015).

### **3.3 Emotional Stress on Casino Employees**

As discuss earlier one of the issues with working in the casino is the impacts on the psychological well-being of the employee. Having to deal with all types of customers, drunk, aggressive customers, employees are burnout emotionally as some have to fake display of emotions in order to keep the guest calm. One important aspect of good quality service is emotional intelligence that is being able to detect and manage ones and other emotions Delcourt et al., (2013) cited in prentice, 2016), and with customers give them an impression about the service of a casino as well as keep them coming back and also help the employee work better. Emotional intelligence can be checked in an employee during the selection and employment process as well as providing

adequate trainings for the staff concerning the managing their emotions (Prentice, 2016).

### **3.4 Customer Incivility**

Customer incivility is another very important issue found in the gambling environment. People are dealing with money, the casino employees are much prone to uncivil acts tendency to be very rude and aggressive behavior's taken out on them (Jang & Kim, 2020), and these actions leads to, low job satisfaction, emotional exhaustion, the desire to quit the job, poor service performance and even the ability to become rude towards the customers as well overtime resulting in loss of customers and low profitability levels. Hur et al. (2016) found in Jang & Kim, 2020 study, shows staff in order to handle customers tend to use surface acting to manage work demand.

### **3.5 North Cyprus and the Casino Industry**

The Turkish Republic of Northern Cyprus (TRNC), known as North Cyprus, is a de facto independent republic located in the northern part of the island of Cyprus. The separation of the island occurred in 1974 and the island was divided into the North Cyprus (Turkish) and South Cyprus (Greek) enclaves (Altınay & Bowen, 2006 cited in Alipour, 2011) with its capital city Nicosia The TRNC declared its independence in 1983, recognized diplomatically only by Turkey. After the division of the island, a new political chapter began on the island (Dinkov & Stoyanov, 2005; Holsti, 1990 cited in Katircioglu, 2010) with measurable economic, social, political, and environmental implications. Long after the division of the island, for almost four decades, every effort to bring together the Island has failed. It is divided in to 6 districts: Lefkoşa, Gazimağusa, Girne, Güzelyurt, İskele and Lefke. North Cyprus thriving economy is based on tourism and the higher education sector (Katircioğlu, 2010). One of the main tourism activities is the flourishing industry of casino gambling.

Casino gaming is one of the non-stop activities all year in Northern Cyprus, as a mode of tourism development in the TRNC it can be traced back to the early 1970s when the Turkish enclave of the then Republic of Cyprus, proclaimed the law of betting and gambling legislations“ (i.e., law No: 15/1971) to regulate and monitor the activities of gambling houses and institutions (Alipour, 2011). Northern Cyprus has almost nearly 30 casinos mostly located in kyrenia. The firsts casino resorts include the 5-star Rocks Hotel & Casino, Arkin Colony Hotel & Casino in Central Kyrenia. (refer to [www.casinosavenue.com](http://www.casinosavenue.com)). Famagusta also has some luxurious casinos such as Salamis Bay Conti and Arkin Palm Beach Casino. The gambling types available in Northern Cyprus casinos are sport betting parlors, with the largest being kyrenia, it has around 15 gambling facilities, 168 tables games, 1,962 gaming, slot, and video poker machines (URL1). The Acapulco casino of Kyrenia, Golden Tulip casino Lefkosa, the Palm Beach Arkin casino of Famagusta and the Merit Crystal Cove casino of Girne are some of the bests in the country. “There are a fantastic array of gambling options with table games like American and French roulette, Las Vegas craps, Black Jack, Poker, chemin-de-fer, punto banco, baccarat and keno are also played, and some casinos are allowed to offer games such as chug-a-lug, wheel of fortune, rummy and backgammon on which participants can bet”(URL2). Most of the casinos are situated close to or in connection with hotels which allows the tourist besides playing in the casino other things like shopping, spa, sites to visits etc.(URL3). Besides casinos there are a number of buildings specifically for horse, dog racing and betting for football. In Northern Cyprus today gambling is one of the major competitive advantage for its tourism sector. Through direct and indirect taxes generate around USD600 million a year to the economy, am amazing figure being that the GDP in 2018 is USD4.2 billion with the labor force numbering up to 104,000, 19,000 of whom are employed in hotels

with casinos where 6,500 are directly employed by the gambling sector (Soyubol, 2019).

## **Chapter 4**

### **METHODOLOGY**

#### **4.1 Introduction to Methodology**

One of the demotivating issues faced by staff at their work place is the issue of customer incivility and what makes it more demotivating is the way the management reacts to some the issue in relation to their workers. The organizations manner of handling the issue customer incivility has several effects on the workers and the organization as well and my aim was to bring to light the issue in the casino environment, the impacts on its workers- emotionally, behaviorally, health wise etc. and the handling of these situations by the management. Also find impacts on the behaviors of the staff, effects on job satisfaction and staff performance, human resources/managerial practices towards its staff, impacts on the health, impacts of incivility in relation to the important workplace outcomes and withdrawal behaviors.

#### **4.2 Inductive Approach**

Inductive approach is a hypothesis generating approach of research associated with qualitative data analysis. Inductive approach begins with observing and then the theories are brought to life or formulated at the end of the research using the results found (Goddard & Melville, 2004).

Inductive approach is the direct opposite of deductive approach since there are no existing hypotheses in the beginning stage. Inductive approach is working towards generating your own hypothesis with the information collected (Lancaster, 2005).



Inductive analysis allows for the study of mainly raw information in order to make, interpretations, concepts and theories etc. by the analyst (Thomas, 2006). That is to say the researcher begins with an area of study and allows the development of theories through the data done. In inductive approach, the researcher has the flexibility to change the direction of how the research is going since he/she is not constrained by an existing hypothesis.

For the purpose of this research an inductive approach was used since the researcher believes that the feelings and emotions and mental state of these workers can be best studied inductively. She believed that personal communication with the respondents was necessary in order to understand and gather information based on their experiences.

### **4.3 Qualitative Research**

This is a research which uses a naturalistic approach to observe and make interpretations with the focus of establishing theories and explaining what was experienced (Newman, Benz & Ridenour, 1998). The study seeks to throw light and the understanding of complex psychosocial issues, such as human behavior and interaction, with the aim of interpretation and also is useful for answering humanistic 'why?' and 'how?' (Patton, 2005).

Qualitative approach requires the study of things in their natural settings with uncontrolled observation, interviews, conversations, photographs, recordings, providing realistic and rich data (Creswell & Poth, 2016). It begins with general assumptions relating the problems to similar individual, groups which are then placed under study and finally using the voices of the participants during data analysis to make

interpretations to the problems adding its findings to the existing literature on it or making a change. it includes ethnography, case study, action research etc. (Creswell & Poth, 2016). Qualitative research method is best used when the analyst wants to explore a new field of study or recheck on certain issues (Jamshed, 2014). There are several methods of this research which help with getting comprehensive and broad understanding of the topic based on the analysis of the topic. It includes observation, interviews, documentary research etc. In getting data qualitative researcher mostly used use the non-probability form of sampling which means that the information gotten are not generalizable (Higginbottom, 2004).

#### **4.4 Case Study**

A form of qualitative research is an attentive study, observation and analysis of a social unit, can be a single person, a family institution, cultural group and even an entire community, events or condition and their connectedness, in relations to a topic of study. Derived from (URL5). Case study has to do with a thorough narrative summary of a person's case and its breakdown - The classification of the case and the events, as well as the depiction of the discovery process of these features is the process of research itself (Starman, 2013). Data are gathered from a variety of sources and by using several different methods (e.g. observations & interviews). For this research we will be doing semi- structured interviews of workers in casino's in North Cyprus.

#### **4.5 Semi Structured Interview**

Interviews are techniques of data collection usually involving one or more person, one being the interviewer and the other the interviewee with the aim of collecting information through questioning and the answers are meant to show the interviewees perception, experience or opinions on certain topics and issues. (Cannel and Cohen, cited in Robson, 1999). Semi structured interview is more and widely used today

because it is easy, adjustable to order, style and pace of asking questions and predominantly allows the respondents to think and give answers their own way with choice of words enabling the interviewer to get detailed information (Qu & Dumay, 2011).

In order to collect data, we would also be using a semi structured interview. A semi structured interview involves a composed set of questions that covers every aspect of the topic allowing the researcher to get detailed response to the topic. It includes open ended questions, which mostly in this type of interview the data are recorded in order to get every information but can be a little unaccepting by the respondents (Jamshed, 2014). The recording helps the researcher focus on the content and helps with transcribing accurately as with using hand written notes the interviewer might miss some points. And we are using it because it allows us to learn about the experiences of the people being interviewed, address topics that people feel reluctant to talk about.

#### **4.6 Sampling Technique**

(Webster, 1985 as found in Mugo, 2002). Define sampling as 'a finite part of a statistical population whose properties are studied to gain information about the whole'. When it has to do with human it refers to a set of interviewees (people) from a bigger population for the purpose of making analysis (Mugo, 2002). Why do sampling in a study? Because it uses a part to represent the whole population and to help conclude about the total population by studying a portion of the population.

There are 2 kinds of sampling, which are probability sampling and non-probability sampling; we will be using the purposive/judgmental sampling which falls under non-probability sampling. Purposive also known as judgmental sampling is picking

mindfully those subjects to be included in the research (Crookes and Davis, 1998 cited in Higgin bottom, 2004). I am using it because not just any staff in the casino would be included in the research but those that mostly have direct contact with guest all through their stay in the casino would be selected to be included in the research. Both male and female staff the food and beverage, the dealers and the security department would be interviewed.

#### **4.7 Sample**

This study includes thirty respondents, males, females, the dealers, security, food and beverage department working in the casino through interview. The interviews were done through one on one meetings with the staffs for a period of one month.

## Chapter 5

### DATA ANALYSIS

#### 5.1 Introduction to Customer Description

One of the aims of this study was to investigate the issue of customer incivility in the casino. And one of the things found is the description of the customers by the staff, in character and in their actions.

##### 5.1.1 Behavioral Description

Most customers in the casino are described as rude, crazy, aggressive, elites and illiterates in character by the workers. While a few are described as being nice, give compliment, good and considerate. The majority of the staff (26 out of 28 respondent) talked about the customers as rude and aggressive,

*E.g. "I think of them as animals because sometimes they are rude and aggressive but I owe it to the fact that it's not easy for them losing. I think I would be the same in their shoes" (R 8).*

These descriptions basically stem down to display of character which is dependent on the game. They treat the staff according their mood which is as a result of the game. When they are winning, they are at their best behaviors such as tipping the waitress, but while in loss and most of the time they are rude. Being considerate has to do with the customer's personality and ability to control their self's.

##### 5.1.2 Behavioral Actions

Some actions of the customers in the casino especially when angry follow same pattern such as; the use of abusive words, hitting the table, raising their hands to hit the staff,

throwing of cards, pouring of drink, flipping of tables, fighting with each other spitting on the floor etc.

E.g. *“They will insult you, curse you including your family” (R 24).*

All respondent described the customers of using same actions but 15 out of 28 respondents centered more on the abuse by from the customers.

## **5.2 In-civil behaviors**

In describing customer incivility, we made findings on the uncivil behaviors/actions displayed by the customer’s and we found sexual harassment and racism are the actions by the customers most centered on by majority of the staffs are as follows;

### **5.2.1 Sexual Harassment**

7 out of 28 respondents claims the customers try to make sexual advancement towards them, especially the waitress

*“Being harassed wanting to touch my boobs...” (R 16).*

### **5.2.2 Racism**

8 out of 28 respondents talked about the issue of racism in the casino.

*E.g. “Some are nice to the point where they give you gift if they know you’re a good waitress, some don’t care if your nice and some are racists as well. Speaking of a particular customer which no black was allowed to serve when there where white waitresses at the time working in the casino.” (R 14).*

When it has to do with a foreigner the same mistakes a native staff would do the customers will abuse the foreign dealer more.

### **5.2.3 A Majority of the Staff**

(15 Out of 28) made mention of the use of abusive words and shouting.

*E.g. “Shouting, barking like dogs, greedy and in the sense that they want to have too much of every snacks not minding of the other customers coming in late.” (R 7).*

Spitting on the floor, shouting, lying, where also mentioned as some of the uncivil behaviors displayed by the customers as mentioned majorly the waitresses.

### **5.3 Demographic of the Staff**

We also made finding on the demographic of the staff working and found out that 26 out of 28 respondents are students people working in the casino are students and are doing the work on a temporary basis, for survival and not because they choose it as a career path.

### **5.4 Job Satisfaction**

One of our aims was to find out about job satisfaction and we found that most of the staff (10 out of 28) are not satisfied with the while (12 out of 28) are fairly satisfied jobs.

*E.g. "Firstly, the working hours is too long, it affecting me academically and secondly the smoking is affecting me but because of conditions I just have to work." (R 25).*

Several factors where mentioned such as low pay, environment and treatment to them by their heads of their department and in relation to the customer.

#### **5.4.1 The Environment**

The respondent complained said the environment is not conducive enough it has poor ventilation, intense smoking.

*E.g. "Am not a smoker, but being in the casino I have smoked a thousand people cigarette, which affects my health and being that they are smoking different brands and at once. Wearing shoes for a long time, I have my ankles painning me even if it flat." (R 18).*

And all these conditions mentioned are bad to the health.

#### **5.4.2 Low Payroll**

Few of the respondent talked about not being satisfied with their job due to the salary.

E.g. *“Am quiet not satisfied, because the work does not match the pay.” (R 11).*

The money which they are being paid does match the work, the time and the stress they go through r their level of knowledge of the game.

## **5.5 Management Intervention during Uncivil Moment with the Staffs**

One of the areas we looked in to is human resource practices towards the staff and from the interaction with the staff, we found to be differences in the way the department heads handle uncivil moment between the staff and a customer. 10 out of 13 dealers of the dealer’s department interviewed in the research claimed that their heads have a more coordinated way of handling issues which bring the situation calm and still make their workers feel valued and respected by the organization, however in the food and beverage department, majority (14 Out of 14 respondent) spoke differently about their departmental heads and manager. They are biased, scold the staffs in front of the customers making the waitress/waiter feels unvalued because of their job position. Below are some of the findings.

### **5.5.1 Lack of Understanding**

14 out of 14 respondents in the F&B department claim their heads are biased, they do not try to understand a situation and mostly centered on the issue of yelling at them in front of the customers even when they know the customer is wrong giving the customers more room to acts in a disrespectful manner towards the worker.

E.g. *“Their reaction is always bad they do not even wait to hear from you before cautioning you, they shout at you in front of the customer making you look stupid.” (R 12).*

They act based on the saying that a customer is always right and so the wrong character of the customer should be accepted.



### **5.5.2 De- value for the Waiters and Waitresses**

5 out of 14 respondents from the F&B department talked about the lack of respect for them as waitresses due to their position on the job.

*E.g. "With the cases I have reported and their response is – just let it go because they don't want to offend the customers, and am being paid so if am favored it will be bad for the business... ..the management don't care about the workers, they believe so many people want the job and so they can just fire you at any time and hire someone else." (R 16).*

### **5.5.3 Good Supervision System**

6 out of 13 workers in the dealer's department spoke about their department having good system that checks and monitors what goes on during the working hours, they have supervisors placed on each tables, they make use of the camera to see and know who is at fault during a fight between a dealer and a customer and so most of the time handles heated moment excellently well either by calming the guest and actually sending the guest out of the casino if the case become too wild.

*E.g. "They try as much as possible to keep me calm and then they check the camera to see who is wrong and if am at fault am sent home and if thy customer is at fault depending on the gravity of it them might be sent out too or be suspended." (R 24).*

The do not shout or yell at the dealer in front of the customer.

### **5.5.4 A Customer-oriented Organization**

From the studies conducted 8 out of 14 respondents in relation to how they are being treated shows that the management in the casino are described as customer oriented,

*E.g. "It doesn't matter to them, they (the management) are always meant to support the customer which I really think is not excellent but because they are after the money, our emotions are not their priority, which in the long run would affect the working capacity of any organization." (R 10),*

And this is the underlying reason why they act without most times putting the staff in to consideration especially in the way they treat them in front of the customers making the works feel they care less about them.

## **5.6 Impacts on the Staffs**

In the studies we also make findings on the impacts of this incivility on the staff and we find to be behavioral, emotional, etc. impacts there are more negative impacts and less positive impacts.

### **5.6.1 Positive Impacts**

**Increase in Tolerance Level:** 9 out of 28 respondent claimed to have noticed a change in their behavior in reaction to heated moments between them and a customer they learnt to become more calm and not retaliate during a heated situation, because of fear of losing their salary or being sacked and this has affected their personality even outside of the casino;

*E.g. Many changes. Am a little calm now because am a dealer, sometimes you want to punch them in the face, talk back but you cannot you just have to smile back because you don't want them to cut your salary or give you suspension, so no matter what the customer is doing you just have to be looking at them and before I knew it reflected on me even outside the casino environment.” (R 11).*

Due to the happenings in the casino environment they have a positive impact on their character.

### **5.6.2 Negative Impacts**

**Changes in Character:** We found that due to the casino environment the staffs (12 out of 28 respondents) had become aggressive within and outside of the casino, quick to anger, rude and make use of abusive words;

*E.g. “I became angrier, before I started working in the casino, I was the calm type and didn't know how to talk, but due to the customers I can differentiate*

*between angry, how people can be weird when they are losing and how the react when they see you outside and be very nice as a person.” (R 25).*

These changes also had effects on their personal relations and with their family members.

**Demotivation:** While at work the (14 out of 28) staff said the management reaction towards them makes them lose motivation, and focus to continue the work.

*E.g. “When they do those things, it gives me a bad mood and affects me emotionally and psychologically as they are supposed to take sides with me when the customer does something wrong.” (R 9).*

As a result, they are not able to serve properly and some only spend the rest of the time looking forward to going home.

**Bad Service:** We found that these uncivil behaviors and the reaction of the management towards the staff affect the service of the workers causing them to transfer aggression to the customer and to their fellow staff as well.

*E.g. “Sometimes it depends on my mood from the house for example when am in good mood, I brush off no matter how annoying they are, but when am not in the mood I lash it back to them.” (R 26).*

We also found that some of the staff transfer aggression due to personal issues on the customers as well.

**Mal-functional Health:** One of our aims was also to look at the impact of the casino on the health. One of our findings was the issue of body and leg pains.

*E.g. “I have pains because of the work stress, for the customers am becoming ruder, it’s not healthy because of the cigarettes, poor ventilation, poor management and I have experienced some chest pains.” (R 4).*

As a result of the standing hours, walking in heels for long hours by two out of 28 interviewees.

**Distortion in Sleep Patterns:** 6 out of 28 respondents talked about changes in sleep patterns.

E.g. *“Its energy draining and depressing, at night normally your supposed to sleep but that when I work most of the times so I struggle to sleep because sometimes it’s already bright.” (R 18).*

Most of them do not get good sleep and sometimes not able to sleep due to the unstable work shift.

**Consumption of Unhealthy Foods:** 2 out of 28 people said that due to the long hours spent at the casino daily, they have changes in their eating patterns, there is increase in the consumption of unhealthy foods available at the casino and increase in fast foods.

E.g. *“The eating pattern is bad, at work I get hungry and there’s no good food except bread, cheese etc. I have my eating habit changed as am not supposed to eat at night but because of my mental state to calculate I eat and have my belly big.” (R 20).*

This unhealthy consumption is seen to have impact on their bodies such as increase in size.

## **5.7 Staff Description**

In order to find the impact of incivility on the behavior of the staff, the following factors justify the rationales, why customers have been rude to the staff.

### **5.7.1 Staff Personality**

We found that the ways the staffs are treated by the customers is also as a result of their personality as an individual. Most staff do not have the right attitude for the job.

### **5.7.2 Customers Entitlement to be Always Right**

The saying that customers are always has been used as a justification by 26 out of 28 of the respondents to accepting and taking all bad treatments from the customers as well as the departmental heads.

*E.g. "While try to clean a place a customer unknowingly hurt me with cigar rate but reacted to me like it was my fault, while crying my chef just said there's nothing that can be done that customers are always right." (R 13).*

So, when they have issue with the customers, they have no choice than to accept whatever bad behavior from the customers.

### **5.7.3 Lack of Training on Customer Management/ Relation**

Out of 28 respondents, 10 seem not to have the right attitude towards response to customers. We find that there is lack of education as regards customer relationship/management service, most of the workers are only trained on how to carry out their task.

*E.g. "Sometimes you get to the table and one just starts insulting you trying to get you pissed off and personally for me I don't take it lightly with them." (R 19).*

So, when there is an outburst, they no self-control or know how to manage the situation

## **Chapter 6**

### **CONCLUSION AND DISCUSSION**

From the findings, it seems that the issue of customer incivility in the casino is critically sensitive, due to “involvement of money”. We find there are several types of customers in the casino; the elites the illiterates the rude and the nice customers. But most customers are described as rude and very aggressive especially during a game or when they lose money. The predominant uncivil behaviors are being rude, aggressive, yelling, lying, sexual harassment and the issue of racism as the casino are field with workers of different nationalities.

The loss of money in the casino environment is inevitable but the main issue is the managements/ Human resource practices/intervention during such moments. In this study, we find that the management are customer oriented, base their unacceptable way of handling situation on the saying that customers are always right and lack in training on customer relation to the staffs. We find that the departmental heads shout and talk to the staff in disrespectful manner in front of the guests, shows no emotional support to the workers during such times and makes its acceptable to take the wrongful behaviors from the customers and such practices done repeatedly have made the staff feel not feel valued by the organization. The effects are seen in relation to the service provided by the staff as seen in previous studies I.e. poor work performance, loss of motivation and which in turn affects the organization as a whole.

Health wise the staff experience psychological and emotional stress as shown in other studies. Over time we find that there is loss of control as the staff become aggressive not only to the customer but to those outside of the casino. They suppress their emotions by surfacing acting just to get the job done and there is loss of enthusiasm for the job.

Another finding are the types of workers employed, we find that most workers are unfit for the job, some lack emotional intelligence, lack of tolerance for the customers and those are some important qualities required to work in a casino environment, there is the need for proper selection and training. As seen in previous studies we find the issue of reduction or loss of social and family life due to unstable work shift, there need for balance in the shift for the workers in order for them to have time with their families and loved one.

Working in the casino is strenuous and inflicts the body with pains, issue with breathing due to the smoke in the casino. As reviewed in previous studies there is the need for smoking and non -smoking areas in the casino, and the rotation of staffs from the smoking game areas to the non -smoking game areas in order to reduce the intake of cigarettes.

However, in relation to previous studies we also find a few positive aspects such as, positive impacts on the works such as increase in level of tolerance in dealing with people outside of the casino environment, improvement in communication skills but this is less compared to the negative impact.

This study reveals the main issue with customer incivility in the casino has to do with management interventions during heated moments between a customer, staff and the human resources practices. To conclude, the issue of customer incivility in the casino cannot be completely stopped, but can be managed by good human resources practices; that includes proper and careful selection of staffs, training on customer relation, emotional training, appraisal and recognition, and the training for those in management positions.



## **Chapter 7**

### **LIMITATION AND FUTURE RESEARCH**

Although the sample size was staff around casinos in North Cyprus, due to the covid 19 crises there was a limitation to the number of interviews being carried out as it did not allow for meetings with workers of 5 star hotels casino and this make this study ungeneralizable to all casinos workers, future studies can be carried out in other parts of the world.

The study focused on incivility, its effects on workers and the organization: future studies should explore areas such as the underlying reason and factors of customer incivility, human resource practices in the casino environment. Some of the findings in the research showed that customer incivility is also as a result of a staff personality which is as a result of selection process for the job, so further researchers can focus on selection and training process of staff for the job.

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## **APPENDIX**



## Thesis Transcript

Respondent 1 – Ijoema

Department - dealers

I have been working in the casino for 7 months now.

1 How satisfied are you with your job?

- Am at a better stage now, I have gotten used to working and doing my job compared to when I started, it's easier now.

1 what's your perception about your customers?

- The casino is set up for people to lose and win, or win and lose, people don't always want to lose they always want to win, they are not so patient if they are not winning. They can misbehave or act out.

2 How educated are you about your job role?

- I know my job very well

3 Explain your experiences with customers at work?

- Some people take losing not so badly, some take it worse than the others, some actually scream, shout or hit the table, which can actually make you very nervous, scared and lose focus, because little distractions like that when you're trying to do your job can make you lose balance.

5 How do you deal with the customers emotionally during interaction?

- First thing is the customer are always right, I don't really believe that but, I try not to engaged so much in exchanging words with them because at the end of the day, they are not actually winning they are losing, they want to win and are not winning so instead of adding fuel to the fire try to be calm and diffuse the situation and not act out, because acting out can infuriate their actions.

4 What's the impacts of the work on you emotionally?

- It's been a rollercoaster and a bit kind emotional for me because starting out you have to learn the job being that it's a new experience for you and learning on the job it's also depend on how fast you can get things done and it's not something am used to or have an idea about, so I was really pushed to learn it quickly and I was not as fast as I should be so it really put me down and was hard on myself because I like to get things done quickly

B so with the customers how did you deal with them when you made mistake and they shout at you?

- I just always have this eternal dialog with myself that you always have to put yourself together no matter what and rise above it because it's a learning curve for you, and you need to get past it.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- Really haven't noticed much change but, it has showed me that I can actually be very resilient and can endure for long, because I didn't think I had that enduring spirit, because if something isn't working out I give it my best and if its still does not I let it go like I can't come and kill myself, but it taught me to endure more.

8 What are those uncivil behaviors' you have experience from your customers?

- They curse a lot, they curse out, they shout, they can be very loud they hi the tables, they try to exchange words with you.

9 How do customers treat you?

- I have a calm demeanor, so they can't just start screaming at me, it towards when they start losing or something, they don't really show their true colors. They don't usually come with bad energy initially.

10 Customer orientation—how well do you serve your customers?

- I try to manage my emotions, I try not to always show negative emotions, so I suppress it but sometimes it's got a better part of me.

11 how do management reacts towards you during peak moments between you and the customers?

- Most of the time they look at you to diffuse the situation, they don't want you to get so infuriated and exchange words with customer as well, they watch from afar and see what's happening and sometimes if they see its really the customers fault, they might tend to side you, or tell the customers to calm down.

12 how does this uncivil experiences and management behavior towards you affect your work performance

- Not bad, I learn to deal with it as part of the job. I learnt to take it as what the job comes with.

13 Do you have any turn over intentions?

- Am not a quitter.

Respondent 2 – my name is Miriam, I work as a dealer, and I have been working for 4 years now.

1 How satisfied are you with your job?

- I can't really say am satisfied with the job, but the pay is good

2 what's your perception about your customers?

- They are rude especially to us African working in the casino, they don't corporate.

3 How educated are you about your job role?

- I know the job to a minimum.

4 Explain your experiences with customers at work?

- I have had both the good and bad experiences, and for me it's fun, because am a selfish person as winning and collecting money from them is fun, but then they become aggressive.

5 How do you deal with the customers emotionally during interaction?

- What I do is not to allow my emotions get involved, so you are not to let your emotions out like showing them your frustration you just have to keep smiling.

6 What's the impacts of the work on you emotionally?

- I was a very aggressive person but now am calm.

6b Explain how you became calm please.

- They customers get very rude when they are losing and when that happens you can't talk back at them or else your tips will be cut, you may be suspended and even get punished, you just have to stay calm and even say sorry even when you're not at fault.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

-

8 What are those uncivil behaviors' you have experience from your customers?

- They are generally rude, shout a lot even raise their hand to want to hit you.

9 How do customers treat you?

- They are racist towards African and they treat me bad, especially if I make a normal mistake a Turkish person would do they react more negatively to me compared to they how they would react to a Turkish person.

10 Customer orientation—how well do you serve your customers?

- I try my best to do my job well and not go crazy.

11 How do management reacts towards you during peak moments between you and the customers?

- If they customer is present at that time they scold me just to make the customer feel they are right, but later they call me to settle because customers are always right.

11b what if the customers are wrong?

- If the customers are very wrong, they throw them out of the casino and sometimes tell them to take coffee and when they are better they can play, so its depends on what happens.

11c telling the customers to step aside is it when they become uncontrollably aggressive?

- Sometimes they scold me, but that's when I talk back at the customer because even if the customers are wrong am not supposed to talk back at them. But most times the customers are wrong, but depending on what they do if it's very bad they can blacklist them but if it's something minimal they can tell them to sit for a while.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- Of course. When a customer is rude, I become depressed my mood changes and am not able to work in a positive way again.

13 Do you have any turn over intentions?

- Right now, no like I said the pay is good.

Respondent 3 – My name is shola, I work as a dealer and for about 2 years now.

1 How satisfied are you with your job?

- I am 80% satisfied with my job.

2 what's your perception about your customers?

- There are the good and there are the bad ones. The good ones are being considerate about us, like in the manner at which they speak to us while the bad ones are inconsiderate they speak to us anyhow. At one point of me playing on the poker table, because I was winning the customer got angry and began throwing cards at me, while another customer on the table was telling me sorry. The point here am both taking their money but one is aggressive and the other is not. In other words, some are aggressive and some are not.

3 How educated are you about your job role?

- About 70%

4 Explain your experiences with customers at work?

- On a general note the bad ones are more than the good ones.

5 How do you deal with the customers emotionally during interaction?

- The only thing to do is look away and not let it show that it's getting to you if not they will keep doing it.

6 What's the impacts of the work on you emotionally?

- When am happy I make more money for the casino but when I've got something bothering me, I don't do well.

6b form these experiences did you become more patient or aggressive? What did you notice?

- Customer will surely insult you, but you have to hold up even when it's getting to you. I can't let my emotions overrule me.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- I learnt to be much more patient, because there are times the customer says something that requires you slapping the customer but you won't just do anything I just look, it's got to the point I just laugh when they annoy me.

7b what about when you were a waitress?

- I didn't have any problem with the customer

7c So it has to do with your personality too?

- Yes, am not a troublesome person, sometimes I just ignore the customer and let it go, just because am doing my job because customers are always right.

8 What are those uncivil behaviors' you have experience from your customers?

- Pouring of water, scattering of cards, hitting the table and wanting to hit you, insulting you and your parents using their language as well.

9 How do customers treat you?

- Some treat me in a god way and some in a bad way

10 Customer orientation—how well do you serve your customers?

- On a scale of 1-10, 5.

11 How do management reacts towards you during peak moments between you and the customers?

- If my immediate chefs are around and the customer is wrong, they would tell the customer what they are doing is wrong and if he doesn't change, they ask the security to throw the customer out.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- The top manager always sides or ignore the fact that the customer is wrong, even when they are wrong.

13 Do you have any turn over intentions?

- Yes.

13b why?

- Because its tiring and ill quite when I want to leave.

RESPONDENT 4 – My name is Marie; I work as a dealer and I have been working in the casino for 5 years.

1 How satisfied are you with your job?

- It's good fairly good enough.

2 what's your perception about your customers?

- Not very good

3 How educated are you about your job role?

- Am very well educated about it.

4 Explain your experiences with customers at work?

- I have good customers and also is based on the way the dealer acts, if the dealer is nice they receive the same treatment but if they are not they hit back.

Talking about being nice, your there to eat their money so how does that make you nice?

- That another misconception people have, you are going there to work not take or give money, of which you are told what to do at the table however that shouldn't be the focal point, and if the customers feel that your there to take their money then it's a problem for them. The whole thinking stems from the point where by if am wining against them and then they get up.

5 How do you deal with the customers emotionally during interaction?

- Firstly, it's against the rule to communicate with them customers because they might use that to be rude to you. but in some situation you have to make them



feel comfortable losing their money because were having basic communications and it makes the job easier for both of us, like smiling.

So on a scale of 1- 10 you have lovely customer?

- No not that it's because am nice, as some people even get upset because am smiling am losing and your smiling, however it depends because in other casinos once a customer is rude the security intervenes but in my casino they want the money so... like one of the mangers once told me think of it like you're in a psychotic hospital, they are your patient and you are the doctor, you can't expect them to always be good to you, so you should be able control both your emotions and theirs.

6 What's the impacts of the work on you emotionally?

- It's very stressful, because when they are not nice you tend to think they are normally not nice, but then being considerate these people are losing money so they can't be nice. If you see them outside they are different

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- I see everything from a good perspective and as experience. I have pains because of the work stress, for the customers am becoming ruder, it's not healthy because of the cigarettes, poor ventilation, poor management and I have experienced some chest pains.

8 What are those uncivil behaviors' you have experience from your customers?

- Basically insults, sexual harassment is minimal because its expected and according to the job description its show business literally and what they see.

This sexual harassment is it not in relation to what we wear?

- It's not really sexual harassment because they know their boundaries and when giving out uniform, they give you something moderate. But you see the waitresses wearing something they can't even walk in.

9 How do customers treat you?

- Not bad. Am not a bad person so most of the time they try to consider that, and even when a customer is trying to insult me another will step in for me because am not normally rude.

10 Customer orientation—how well do you serve your customers?

- I love my job and I hate my job so I can't balance it, so I just try to be considerate and give good customer service.

11 How do management reacts towards you during peak moments between you and the customers?

- The security should be there to sort things out but it doesn't happen in all cases especially if the customer is playing with a huge amount of money. If there's a fight they change you from the table.

Do you feel respected in your work place?

- The highest they can do is walk the customer out of the casino, for you as a dealer it's your duty to be calm as part of the job description.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- I come back with a new personality and high spirit every day.

13 Do you have any turn over intentions?

- Not now, but am hoping once I leave the casino job I never go back to it.

RESPONDENT 5 - Am Layo, I work as a dealer

1 How satisfied are you with your job?

- Am very satisfied with the job, it's okay. Its entertaining and it's a social work.

2 what's your perception about your customers?

- Sometimes I feel they are crazy because they can be someone's father acting the way they do, then you wonder what's going on in their head and so sometimes you put yourself in their positions, they are trying to make more money so they behave in a crazy manner, like in twenty minutes they want to make more money.

3 How educated are you about your job role?

- Am a little bit on the low side because I just finished training, so no much experience yet but I know what am doing

3b What about the customer service where you give any training?

- They gave us customer service orientation very well, there are something's you don't try, say, or do, you must act in a very professional way with the customers because you're dealing with real life savings, if not the casino will punish you.

4 Explain your experiences with customers at work?

- Most experiences come from roulette because the game is fast,' crowded, intense, so most experience comes from roulette. Sometimes it's good sometimes it's bad and some customers are elites, most of the times the times they just want to shout at you nag, especially when they are losing their money.

5 How do you deal with the customers emotionally during interaction?

- The emotional part is the work of the inspector because you can't do two things at the same time. For examples your trying to shuffle the card checking the float too, so I think it's the work of the inspector. You are not allowed to talk as a dealer with the customer.

5b so when there's a heated period what happens?

- You are not allowed to talk with the dealer it's the work of the inspector.

6 What's the impacts of the work on you emotionally?

- Before when I was working as a waitress when a customer orders for drink I'll be like how much is he playing? Your action is like abeg lv me alone. But when I became a dealer my orientation changed as a dealer when customer asks for water I expects the waitress to bring it as soon as possible because even if it is hundred TL that means a lot to them, so I have learnt to understand that they are human beings like us and some of them are hard workers, cheap laborer's, they go out there and bring it to casino and within five minutes they've lost it, so I try to put myself in their positions. In other wo0rds I have more sympathy

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- Many changes. Am a little calm now because am a dealer, sometimes you want to punch them in the face, talk back but you cannot you just have to smile back because you don't want them to cut your salary or give you suspension, so no matter what the customer is doing you just have to be looking at them and before I knew it reflected on me even outside the casino environment.

8 What are those uncivil behaviors' you have experience from your customers?

- A customer tried to stab an inspector that's the highest I have seen, because he's losing and he's aggressive wants he's money back. Another think is pouring you drink, cheat you take your cards and throw it away, say something bad at you and if you try to say something funny they will flip the table and turn it against you to the inspector

9 How do management reacts towards you during peak moments between you and the customers?

- Do not try to talk the best thing you can do is to walk away

9b so even if you talk what will they do

- If you talk back non matter what you say, if it's not good luck, thank you you'll be punished

9c so what if they customer is at fault do they management care more about the customer or you the dealer?

- They care more about the customers especially If it's all the big customers that play with big money. They try to protect the integrity of the casino and being that there are lots of casino on the island they can easily go somewhere else, so customer service is very important, all though when the customers leaves they can call you and apologize saying they have to play along so most of the time its staged it's not real.

10 How do customers treat you?

- Obviously they don't treat us well most of the time, and most of them are illiterate, most of them are local people they do not speak our language and we don't speak theirs, I feel the language barrier is the problem, because if you're an English speaking customer its different because you can interact with them during the game. But once it's a non-English customer it's a bit difficult, because they might be nice and you don't understand as well as you and even if you try to be nice they don't understand you as well.

11 Customer orientation—how well do you serve your customers?

- Well on a scale of 1- 10, I'll say 8.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- When trying to do your job, their rude attitude weighs you down especially if you're on roulette. Being a trainee when you make mistakes, the customer shouts at you calling on the inspector to come over to the table, asking for a change of the dealer, for that whole day am frustrated and sometimes cry.

13 Do you have any turn over intentions?

- No, because everyone has a beginning.

RESPONDENT 6 - Am Gloria, am a waitress and been working at the casino for almost two years.

1 How satisfied are you with your job?

- Am not fully satisfied.

2 what's your perception about your customers?

- Most of them are rude and talk to anyhow.

3 How educated are you about your job role?

- Am well educated about my job role

4 Explain your experiences with customers at work?

- Everyone experience is different. Some customers are rude while some are polite. Most customers behave according to the game, if they are losing they transfer aggression on you and if winning they act nice.

5 How do you deal with the customers emotionally during interaction?

- Am more of a happy person o most of the time what they do don't get tome be it them being rude

5b During peak periods how do you manage your emotions, do you hide it and pretend?

- I don't pretend, my kind of personality you can't just tell when am sad or unhappy, even when you abuse me I still smile am not good at frowning and besides it does not get to me

6 What's the impacts of the work on you emotionally?

- Being a tourism student and my past working experience really helped me a lot in dealing with customers, so it has not really had any negative impact on me.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- Over times I've learnt about the different customer's behaviors and how to handle situations.

8 What are those uncivil behaviors' you have experience from your customers?

- Rudeness, being shouted at, insults, some wanting to touch you which is appropriate, molestation.

9 How do customers treat you=Customers treat you according to their mood depending on the game.

10 Customer orientation—how well do you serve your customers?

- 100% well.

11 How do management reacts towards you during peak moments between you and the customers?

- They do not handle the situation very well and they are more customer oriented compared to my former last working place. They heat up the situation more by shouting at the workers in front of the customers.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

13 Do you have any turn over intentions?

- I do, sometimes I don't want to work again because of the customers, or I just get tired of the work.

RESPONDENT 7 - Am Precious, a waitress and have been at the casino for five years.

1 How satisfied are you with your job?

- Am not satisfied.

1b Why?

- Because I just do it to makes ends meet, working in the casino is stressful, the people are not understanding and it's not like other casinos.

2 what's your perception about your customers?

- They are funny, crazy, ridiculous, liars, perpetual complainers and ingrate because no matter how much you try to please them, they never get pleased.

3 How educated are you about your job role?

- It's something I know I can do, and it's not skillful, it's just about you sharing things to people and that all.

4 Explain your experiences with customers at work?

- There are good and bad experiences, even my co colic's are not cooperative, they try to weigh you down and etc. we are not appreciated so it's not exciting going to work.

5 How do you deal with the customers emotionally during interaction?

- I try not to mind their insult because am used to it already working with the slogan the customers are always right so I try to always control my temper

6 What's the impacts of the work on you emotionally?

- It made me very aggressive, but no matter how I work they don't appreciate it, and my supervisor is not appreciative.



7 Over time what changes have you noticed in yourself as a result of the casino environment?

8 What are those uncivil behaviors' you have experience from your customers?

- Shouting, barking like dogs, greedy and in the sense that they want to have too much of every snacks not minding of the other customers coming in later. They drink to the extreme, get messy and mess up the place as well.

9 How do customers treat you?

10 Customer orientation—how well do you serve your customers?

- I serve them well, but most times I just can't tolerate their behaviors.

11 How do management reacts towards you during peak moments between you and the customers?

- That's the part I don't understand, my supervisor is a just an impossible and funny person, he doesn't listen to us rather yells at us, knowing fully well that customers are always right he's supposed to let them know when to stop their wrong doings but rather he backs them up giving them the chance to do more.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- Honestly its makes me work nonchalantly waiting for the closing time. Secondly my coworkers are not corporative, they always trying to bring each other down through gossips so in all you just go to work with the mindset of closing after 9 hours and the money at the end of the month

13 Do you have any turn over intentions?

- Yes of course.

RESPONDENT 8 - Am Princess, I work as the receptionist, been there for 5 years.

1 How satisfied are you with your job?

- Very unsatisfied, nut I don't have choice.

2 what's your perception about your customers?

- They are very rude.

3 How educated are you about your job role?

- am well educated about it.

4 Explain your experiences with customers at work?

- It's the normal job experience, sometimes they are nice, sometimes they are not.

5 How do you deal with the customers emotionally during interaction?

- Depending on the customer, the situation and the reason for me being unhappy, sometimes I don't and most of the time I do.

6 What's the impacts of the work on you emotionally?

- It messes with your mentality. Constant mood swing, sometimes am just upset for no reason, nut I find a way to make myself happy once am out of the job

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- I became a bit aggressive at some point, and that's because everyone there is aggressive. Just trying to greet a customer you get a very bad response of which I unconsciously started using as well and I sped 9hours everyday there but then I had to consciously unlearned that.

8 What are those uncivil behaviors' you have experience from your customers?

- Being poured water on, it actually happened to me, yelling, very bad manner of approach.

9 How do customers treat you?

- Its depends on their mood actually, if they lose then they don't treat you well. Sometimes they are nice especially the foreigners from the Greek side, they buy me chocolate and little gift.

10 Customer orientation—how well do you serve your customers?

- I serve them adequately.

10b Did they management give you any customer orientation/ training?

- No they just told me about the job, but when there's an issue, then they try to give you orientation about the customers that's like medicine after death. But most of the time they expect you to use your brain to understand the job.

11 How do management reacts towards you during peak moments between you and the customers?

- Being that customers are always right, when there's a challenge between me and the guest, the management chooses the guest even though they see am right, most of the time they yell at me.

11b Are you be cautioned in such a way that makes you feel the organization doesn't value you?

- So times its seems so, and sometimes I see it that they act trying to protect the customer. And being that I need they job they can always get someone else to work for them, and trying to manage the customers they expect me to understand.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- It's make me very demotivated that I don't even want to go to work. And when I do I go very late and leave very early. It makes the fun part of the job get away

13 Do you have any turn over intentions?

- Yes

13b why?

- Just to have enough time for myself, because it takes too much of my time and the environment is not conducive enough.

RESPONDENT 9 - My name is Rachel Oluwashewakinyele.

I am a waitress in the Casino and by this December, I would have been working there for 4 years.

1 How satisfied are you with your job?

- Out of 100%, I'll say 70% because whenever I'm there, i enjoy it because if the people i work with but with the customers, they make the work very hard.

2 what's your perception about your customers?

- I think of them as animals because sometimes they are rude and aggressive but i owe it to the fact that it's not easy for them losing. I think I would be the same in their shoes.

3 How educated are you about your job role?

- I've been working there for almost 4 years so I know almost everything, what to do at the right time.

4 Explain your experiences with customers at work?

- Even when the customers do not rest me well, the chef tells me to be quiet.

5 How do you deal with the customers emotionally during interaction?

- It's a kind of hard for me. Sometimes I feel like just doing to them what's been done to me because they're rude but at the same time, I tell myself that I came to work and so I shouldn't bother about them.

6 What's the impacts of the work on you emotionally?

- It has shown me how to handle customers if I have my own business.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- It has made me outspoken and to know how to shun people when they insult me.

8 What are those uncivil behaviors' you have experience from your customers?

- They are insulins especially when they're losing. They communicate rudely.

9 How do customers treat you

- It depends, there are some who just like me and some who just insult.

10 Customer orientation—how well do you serve your customers?

- Whenever they place an order, i always give them.

11 How do management reacts towards you during peak moments between you and the customers?

- Some of the chefs who are uneducated say things in those situations that aren't right, but some others who are more exposed and educated. They mostly take sides with the customer

11b Do they shout at you in front of the customer?

- For sure and that's normal...

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- When they do those things it gives me a bad mood and affects me emotionally and psychologically as they are supposed to take sides with me when the customer does something wrong.

13 Do you have any turn over intentions?

- I do because of the stress of the work.

RESPONDENT 10 - My name is Blessing Ephraim...

I am a waitress working in the Casino for over a year now.

1 How satisfied are you with your job?

- If I find a better one, I'll go for it because it's very challenging working environment.

2 what's your perception about your customers?

- They're human's beings and they do what human beings do. The reactions I get from my customers depend on their mood, if they lose or win money, so I take it all in because the customer is always right.

3 How educated are you about your job role?

- I know enough to be excellent at what I do.

4 Explain your experiences with customers at work?

- It's dependent on their mood: sometimes I get very satisfying reaction but if they lose, they could be very annoying and irritating.

5 How do you deal with the customers emotionally during interaction?

- I try to be as matured as possible and put myself together. You necessarily do not have to be right or wrong. Although it gets to me a lot of times when they react roughly to me.

6 What's the impacts of the work on you emotionally?

- It sought of played with my self-esteem even though i don't have self-esteem issues.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- The changes are very positive, i now handle myself well.

8 What are those uncivil behaviors' you have experience from your customers?

- I've been verbally abused and attempted to be physically abused. I've been shouted at.

9 How do customers treat you

- The negative treatment is more than the positive. It gets really bad

10 Customer orientation—how well do you serve your customers?

- 100% well.

11 How do management reacts towards you during peak moments between you and the customers?

- I get shouted at while being corrected in a very aggressive manner and if i react in a way that they don't expect, i get a bad shift.

11b What if you are right and the customer is wrong?

-It doesn't matter to them, they (the management) are always meant to support the customer which i really think is not excellent but because they are after the money, our emotions are not their priority, which in the long run would affect the working capacity of any organization.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

-More negatively than positively; I get tired easily even if I'm not stressed from the work. I look forward to going home while at work.

13 Do you have any turn over intentions?

- I do, but not based on how I'm treated but on the timeframe i have to work there.

RESPONDENT 11 - My name is Suzan Oguntayo, I have worked in the casino for three years.

1 How satisfied are you with your job?

- Am quiet not satisfied, because the work does not match the pay.

2 what's your perception about your customers?

- They are very rude and not well behaved.

3 How educated are you about your job role?

- I know my job role very well.

4 Explain your experiences with customers at work?

- The fact that they are nonchalant and rude makes it not easy to work with them at all

5 How do you deal with the customers emotionally during interaction?

- Being part of my job, I keep my emotions aside and be professional about it.

6 What's the impacts of the work on you emotionally?

- Emotionally it has destruct me. With my experience I have become more patient, and put my anger under control because at first it was really hard dealing with them but overtime I have become more self-developed.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- I have come to understand that there are different people in the world to deal with every day.



8 What are those uncivil behaviors' you have experience from your customers?

- Aggressiveness, insults, and they are very disrespectful.

9 How do customers treat you?

- Some are nice and some are animalistic in nature

10 Customer orientation—how well do you serve your customers?

- On a scale of 1-10 I'll say 6

10b Why is that?

- Sometimes I go through emotional labor at work and it stresses me out

11 How do management reacts towards you during peak moments between you and the customers?

- My manager is not an understanding person and is very bias in he's judgement.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- Its dropped because their behaviors are not encouraging.

13 Do you have any turn over intentions?

- Yes

13b why?

- Because the job satisfaction is low, and not being happy I can't continue.

RESPONDENT 12 - My name is Clara and I have been working at the casino for two years as a waitress

1 How satisfied are you with your job?

- Am satisfied it's okay.

2 what's your perception about your customers?

- For the customers you need patience, because they talk anyhow, they are annoying

3 How educated are you about your job role?

- Yes, I know what to do.

4 Explain your experiences with customers at work?

- They don't know how to talk to people, they are rude, insulting and are fond of lying.

5 How do you deal with the customers emotionally during interaction?

- If a customer offends me by lying, being very emotional I just hide the emotions and continue with my work.

6 What's the impacts of the work on you emotionally?

- Its stressful, and with the very irregular shift am not able to have my full sleep. Sometimes am aggressive sometimes am patient.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- Am not a very interactive person but work in the casino has made me become more loosen up a bit more.

8 What are those uncivil behaviors' you have experience from your customers?

- The customer spits in the astray, they use abusive words like prostitutes, cough lot and very dirty.

9 How do customers treat you?

- Some are nice while some are not nice.

10 Customer orientation—how well do you serve your customers?

- I do serve them well at least 70%

11 How do management reacts towards you during peak moments between you and the customers?

- Their reaction is always bad they do not even wait to hear from you before cautioning you, they shout at you in front of the customer making you look stupid.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- I get sluggish, loose interest act non chalantly and sometimes pick an offense with the chef.

13 Do you have any turn over intentions?

- No I don't for now.
- RESPONDENT 13 - Am mercy, a waitress for almost 2year

1 How satisfied are you with your job?

- Am not really satisfied am just doing it for the money

2 what's your perception about your customers?

-

3 How educated are you about your job role?

- About80%

4 Explain your experiences with customers at work?

- Some are kind, bad friendly, good.

5 How do you deal with the customers emotionally during interaction?

- I try to control myself a lot, because they don't deserve the impact of this sayings customers are always right

6 What's the impacts of the work on you emotionally?

- Sometimes I cry, but am still there because of the money

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- I am rude and I speak as someone with accumulated anger. And through the casino I believe that an environment can affect someone's behavior tomorrow

8 What are those uncivil behaviors' you have experienced from your customers?

- They talk anyhow, abusive

9 How do customers treat you?

- Some are good, some treat me well

10 Customer orientation—how well do you serve your customers?

- I don't really give them any special service I just make do with what the casino has provided

11 How do management react towards you during peak moments between you and the customers?

- While trying to clean a place a customer unknowingly hurt me with a cigar but reacted to me like it was my fault, while crying my chef just said there's nothing that can be done that customers are always right

12 How do these uncivil experiences and management behavior towards you affect your work performance?

- Going to work is like I am being pushed I have no motivation to go to the job

13 Do you have any turnover intentions?

- Of course

RESPONDENT 14 - I am Joy, I am a waitress and have been working there for over 4 and a half years.

1 How satisfied are you with your job?

- Am satisfied with the job because if am nit I won't be there up till now.

1b On a scale of 1-10 how satisfied are you with the job

- 8

2 what's your perception about your customers?

- When they are losing money they are rude and talk anyhow and insult you, but when they are calm they give compliments.

3 How educated are you about your job role?

- My standard of education is higher than the casino, so I know my job well

4 Explain your experiences with customers at work?

- Some are nice, rude. They attention is always on the machine so when serving them is difficult and they tell you to fuck off expressing their loss.

5 How do you deal with the customers emotionally during interaction?

- Am always angry and when they try to disrespect me I always react telling them that as waitresses we deserve our own respect and so they should calm down.

6 What's the impacts of the work on you emotionally?

- The job brought out anger in me to a large extent because of the kind of people I met there, prior to working in casino I was gentle but all that changed when I started working in casino.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- I have anger issues and am always moody knowing all that am going to face at work, so it has affected me a lot.

8 What are those uncivil behaviors' you have experience from your customers?

- They will insult you, curse you including your family.

9 How do customers treat you?

- Some are nice to the point where they give you gift if they know you're a good waitress, some don't care if your nice and some are racists as well. Speaking of a particular customer which no black was allowed to serve when there where white waitresses at the time working tin the casino.

10 Customer orientation—how well do you serve your customers?

- I do my job perfectly well and serve my customers well.

11 How do management reacts towards you during peak moments between you and the customers?

- Most times the mangers want to act in accordance with the saying that customers are always right, but I usually stand my ground knowing they are wrong. But they try their best to solve issues.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- no

13 Do you have any turn over intentions?

- Maybe when am going back to Nigeria I will stop the work.

RESPONDENT 15 - My name is Bose, am a waitress, I work only during summers for about 4 years.

1 How satisfied are you with your job?

- Am fairly satisfied.

2 what's your perception about your customers?

- Most of the times they are crazy.

3 How educated are you about your job role?

- I know the important things.

4 Explain your experiences with customers at work?

- I haven't really had any crazy experience before, but I try not to let what they do get to me.

5 How do you deal with the customers emotionally during interaction?

- Most of them are not bad because I ignore them a lot. I have shouted at customer just once.

6 What's the impacts of the work on you emotionally?

- It has not really had any significant impacts on me.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- Now I can shout on people when its necessary.

8 What are those uncivil behaviors' you have experience from your customers?

- Shouting, rudeness, fighting with each other, and everything aggressive.

9 How do customers treat you?

- Not really good, they are mostly rude and aggressive most of the time but I don't really care.

10 Customer orientation—how well do you serve your customers?

- I try.

11 How do management reacts towards you during peak moments between you and the customers?

- I haven't had, but I think they would side with them customers.

11b Why do you say that?

- Because I have seen other people's reaction

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- Throughout that day I won't be in a good mood and it will affect the way ill serve other customers.

13 Do you have any turn over intentions?

- For now, no, but as soon as I get my chance I'll leave.

RESPONDENT 16 - I am Toke, a waitress, I've been working for about 5 months now.

1 How satisfied are you with your job?

- It's a promising job for females on the island because there are no jobs. On a scale of 1-10 I'll say 6.

2 what's your perception about your customers?

- There are different kinds of customers and generally the customers don't care about you they only care about what they want

3 How educated are you about your job role?

- I think am even more educated that the requirements

4 Explain your experiences with customers at work?

- They are good and there are bad ones. They good one's care but when they are losing money they don't because they are just focus on the money being lost.

5 How do you deal with the customers emotionally during interaction?

- I leave my emotions art home having realized you don't work with emotions, knowing that lots of people will insults you look down on you think less of you because of the job you are doing.

6 What's the impacts of the work on you emotionally?



- It got nothing on me, and dealing with the customer in the casino is different from who you are on the outside the work environment

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- Being there you learn the code word (bad words) and if not your left behind.

8 What are those uncivil behaviors' you have experience from your customers?

- Being harassed wanting to touch my boobs,

9 How do customers treat you?

- When they are winning they are in their best behavior but when they are losing they are I their worst behavior

10 Customer orientation—how well do you serve your customers?

- O as scale of 1 -10, 8.

11 How do management reacts towards you during peak moments between you and the customers?

- On a general note most of the time they are reasonable.

11b What do they do?

- With the cases I have reported and their response is – just let it go because they don't want to offend the customers, and am being paid so if am favored it will be bad for the business.....the management don't care about the workers, they believe so many people want the job and so they can just fire you at any time and hire someone else

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- Sometimes I take out the anger on customers, because if am not happy I can't serve well

13 Do you have any turn over intentions?

- Not really.

RESPONDENT 17 - my name is perpetual am a student, I work as a waitress and has been working in the casino for a year now.

1 How satisfied are you with your job?

- Am satisfied with the job, its less stressful.

2 what's your perception about your customers?

- Its 50/50, sometimes you meet the crazy ones and sometimes the good one and the ones that don't want to listen to you at all.

3 How educated are you about your job role?

- My job is not related to my education, but I know my job well because I have been there for a year.

4 Explain your experiences with customers at work?

- Like I said earlier its 50/50, you might experience some that treat you well and some that don't give a damn about you

On a general note what's your experience is it bad or good?

- Majority of my experiences are bad, after a hard day at school, during work you try to make the customer stay calm and wait for their order but they refuse, so coupled with your hard day at school you tend to take it put on them.

5 How do you deal with the customers emotionally during interaction?

- Sometimes your emotions can be high that you take it out on them and sometimes it can be calm, but it all depends on their manner of approach and most of the time they approach you mannerlessly and I take it out on them.

6 What's the impacts of the work on you emotionally?

- It has helped me to know and managed my emotions, knowing I am working under someone and so even when I have my own business I know that customers are always right.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- So far so good I have not noticed any changes, because I try so hard not to let the happenings affect me, so once I leave there I don't allow the issues affect me.

8 What are those uncivil behaviors' you have experience from your customers?

- A lot of them, I can't generalize it because some are neat and polite. I remember one spitting on the floor, but knowing it wasn't right he said sorry.

9 How do customers treat you?

- Some are actually nice, some their manners are zero, some don't want to listen, some feel you can't talk to them because you just a mere waitress. But there are some educated ones with manners, but the uneducated and lousy one just feel you're just a mere waitress, but at the end of if all if they are rude to us we might end up being rude to them.

10 Customer orientation—how well do you serve your customers?

- On a scale of 1-10, 7/10. Am not perfect so I try very well.

11 How do management reacts towards you during peak moments between you and the customers?

- In all the management reaction are not always good because no matter what happens they always say customers are right, but sometimes if they know the customer is a troublesome one they are always on the waitress side

But from the way they react towards you do you feel valued and respected?

- Its depends on the customers, if it's a customer that paly big, no matter what happens they always side the customer.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- When your being scolded wrongly if affects us, because we are all humans. So when the management judges in favor of the customers at that point your mood changes to every other person.

13 Do you have any turn over intentions?

- for now, I don't think so, because am a student and it's so flexible for me.

RESPONDENT 18 – I am Lia, I work as a dealer and have been working for 7 years now.

1 How satisfied are you with your job?

- As a foreigner I really don't have a lot of choices so a satisfied.

2 what's your perception about your customers?

- Some are nice, so are exceptionally rude, biased especially when they are losing. When they lose or win to you as a foreigner they become abusive. But when it's their people and they are losing they don't insult them.

3 How educated are you about your job role?

- I know my job well

4 Explain your experiences with customers at work?

- Its depends on their mood some days are they are rude and arrogant and they began to insult you.

5 How do you deal with the customers emotionally during interaction?

- Working in a casino makes you develop a thick skin. Sometimes you have to understand the fact that they come with the mentality of wining and when they start to lose they become aggressive and being that some even borrow the money, so I try to put myself in their shoes to understand them better. I try not to let it get to me, whatever happens in the casino and on the table ends there.

6 What's the impacts of the work on you emotionally?

- Its energy draining and depressing, at night normally your supposed to sleep but that when I work most of the times so I struggle to sleep because sometimes it's already bright, I have my eating habit changed as am not supposed to eat at night but because of my metal state to calculate I eat and have my belly big.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- Am not a smoker, but being in the casino I have smoked a thousand people cigarette, which affects my health and being that they are smoking different brands and at once. Wearing shoes for a long time, I have my ankles paining me even if it flat.

8 What are those uncivil behaviors' you have experience from your customers?

- They insult you, scream at you, calling the pit bosses to change you, they deliberately lie- imagine a customer just coming and asking for tea and the next minute he lies that he's been in the casino for over an hour which is a lie and sometimes getting the waitress in to trouble.

9 How do customers treat you?

- Some are racist, some are nice, some are neutral, they are just there to play as long as you don't get on their nerves.

10 Customer orientation—how well do you serve your customers?

- I give myself 9/10.

11 How do management reacts towards you during peak moments between you and the customers?

- Most times it's the customer fault, especially when they are losing they try to cause trouble so you'll be changed, but constantly the camera is always watching so they know who is at fault, including the pit bosses and so they try as much to defend the dealer.

In other wards they are not biased?

- Yes, they are not biased, as they saying goes the customers are always right but sometimes you need to back up your worker because its makes them feel safe. And also knowing that the customers do lie allot.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- Before I used to be depressed and always angry but it got to the point I just tell myself am only here for a while. But once I leave the table I have left the table.

13 Do you have any turn over intentions?

- Yes.

Why?

- As soon as I leave here I'll go into something else.

RESPONDENT 19 – my name is grace; I work as a dealer in merit hotel

1 How satisfied are you with your job?

- Am satisfied.

2 what's your perception about your customers?

- Sometimes they act crazy some are nice. But of course when it involves money its make one nasty. But most times they are aggressive

3 How educated are you about your job role?

- Very well.

4 Explain your experiences with customers at work?

- Sometimes you get to the table and one just starts insulting you trying to get you pissed off and personally for me I don't take it lightly with them

5 How do you deal with the customers emotionally during interaction?

- I try to keep calm because am not supposed to show it, but sometimes I tackle them. Imagine a customer calling you 'arab girl' and because he's a VIP customer I just have to swallow it, but try to take he's money on the able

6 What's the impacts of the work on you emotionally?

- Its killing psychologically, you have to deal with customers, co-workers, manager, and the shift doesn't make it easy either.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- The casino made me believe I can achieve and be anything in life, it made me good in my calculations.

8 What are those uncivil behaviors' you have experience from your customers?

- Them being rude, calling you animalistic names, making you feel inferior.

9 How do customers treat you?

- Most of them are nice, calling me sweet names, while some no matter how pretty you look at the moment they will never admire you.

10 Customer orientation—how well do you serve your customers?

- Let's say 7%

11 How do management reacts towards you during peak moments between you and the customers?

- We don't really have nasty customers.

Those pit bosses do they side the customer. Are they biased?

- They don't side the customer when they are wrong. Just like when a big customer left my table, being nervous since I thought I would be shouted at but the management didn't attack me because the customer was at fault

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- It's not an everyday insult, the day its happens, you should either keep your cool or reacts

13 Do you have any turn over intentions?

- Sometimes when am angry you just think to quit, because your co-workers and supervisors annoy you, and at that point you just want to quit.

RESPONDENT 20 – my name is Mrs. Tochi I work as a waitress and I have been working in the casino for six months now.

1 How satisfied are you with your job?

- For the situation of thing I have no choice.

2 what's your perception about your customers?

- Some are good and some are rude, but majority are rude.

3 How educated are you about your job role?

- I know my job well

4 Explain your experiences with customers at work?

- Majority of them are very rude they don't know how to talk.



5 How do you deal with the customers emotionally during interaction?

- Sometimes you need to pour your emotions and show them your angry so they know what they are doing is wrong, but still you need to control; your emotions and not let them know your weakness, because once they know they will keep on doing it.

6 What's the impacts of the work on you emotionally?

- Its affects me a lot, because when I think of all the academic certificate I have and someone with nothing is talking to me anyhow I feel like quitting.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- I don't sleep well like before, being a family woman sometimes I meet my kids awake at night which means I will end up not sleeping. The eaten pattern is bad, at work I get hungry and there's no good food except bread, cheese etc.

8 What are those uncivil behaviors' you have experience from your customers?

- Most barks like dog, they are very disrespectful.

9 How do customers treat you?

- Some of them treat me very well because I have good relationship with most of them. Because they feel am new they feel they can send unsendable message to me. For example, there's a customer in the bet office once he sees me he asks for cola, chai. Some are very rude and lack home training

10 Customer orientation—how well do you serve your customers?

- I serve them very well not minding their bad behavior's because not all are bad, some are nice can interact well, but some take transfer of aggression from home and pour it on you,

11 How do management reacts towards you during peak moments between you and the customers?

- They are very biased, he shouts at us without knowing the root of it, siding the customer and then later on calls you to apologize after giving the customers the upper hand to shout at you anytime

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- When I think of it in every aspect it makes me want to quit. Most time when I know am going to casino my countenance changes

13 Do you have any turn over intentions?

- If I see a better place, there's no going back because casino is not a healthy place to work

RESPONDENT 21 – I am Temitope, I have working for 4years as a dealer, at leman casino

1 How satisfied are you with your job?

- Am 7% satisfied.

2 what's your perception about your customers?

- We have good and bad customers

3 How educated are you about your job role?

- Very well

4 Explain your experiences with customers at work?

- Most of them are compliment from the customers concerning the way I look and deal the cards. If they are winning they tip you, make jokes but if they are

losing they say bad things to you of which if you are emotional you may start crying and if it gets to you badly you might walk out of the table

5 How do you deal with the customers emotionally during interaction?

- You have no choice than to control your emotions, it's part of the job to control how you feel deal with them professionally and not take anything personal

6 What's the impacts of the work on you emotionally?

- Am quick to anger, you experience anxiety its makes you get more sensitive with people, but the good part it makes you become good at interaction with people.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- Am a better person at communicating, mentally it's not good because of the bad people you meet and they are more than the good people.

8 What are those uncivil behaviors' you have experience from your customers?

- Bad comments, throwing o things at you like cards chips, they lament a lot, cough a lot, are impatient

9 How do customers treat you?

- The good customers treat you well, try communicating with you and make you feel at ease while working

10 Customer orientation—how well do you serve your customers?

- Very well

11 How do management reacts towards you during peak moments between you and the customers?

- In this type of job, the customers are always right. But sometimes when it happens in their presence and the customer is at fault the talk to the customer or ask the security to walk them out.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- No, well at that moment I get very emotional but after a while no it doesn't affect me.

13 Do you have any turn over intentions?

- Yes, because it's not for the long run.

RESPONDENT 22 – Toseen Matthew, I work as a dealer and have been working for 3 years now.

1 How satisfied are you with your job?

- It's just okay.

2 what's your perception about your customers?

- They are impatient.

3 How educated are you about your job role?

- Rating it over 10 I'll say 8.5.

4 Explain your experiences with customers at work?

- They are quit impatient, and the type of job I do you need to be patient, but they customers wants everything fast and going at their pace.

5 How do you deal with the customers emotionally during interaction?

- For me I don't really care how they behave because I ignore them a lot.

So if a customer is doing something bad you don't respond?

- I won't talk back ill just ignore that's all

6 What's the impacts of the work on you emotionally?

- No change I think in me.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- I became a little hardworking because am a very lazy person.

8 What are those uncivil behaviors' you have experience from your customers?

- They always insult.

9 How do customers treat you?

- Some are really nice to me, while some are just very bad

10 Customer orientation—how well do you serve your customers?

- I'll say 10/10

11 How do management reacts towards you during peak moments between you and the customers?

- I'll say I haven't experienced such, I guess it's because of my personality.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- I try not mistakes on the table in order to avoid their problem

13 Do you have any turn over intentions?

- Yes, I do.

RESPONDENT 23 – my name is Bolanle, I am a student, I work as a waitress and have been working for a year now.

1 How satisfied are you with your job?

- Am 5% satisfied.

2 what's your perception about your customers?

- There are the calm and the angry customers. The calm ones try to be friendly and show some respect and we try to compliment them while the angry ones get on your nerves but you try to calm them down as the boss says customers are always right.

3 How educated are you about your job role?

- Of cos I have been there for a year, so I know some ins and out.

4 Explain your experiences with customers at work?

- For us that don't know how to speak Turkish we always nod even when they try to step on our toes, we have to keep calm even though sometimes we might hit back on them, but we always stay calm.

5 How do you deal with the customers emotionally during interaction?

- I always try to hold back, because personally I could get angry if someone talks to me in ways I don't like.

6 What's the impacts of the work on you emotionally?

- A lot. I became more patient though.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- I sleep less, because after work I have to get to school so I sleep less.

8 What are those uncivil behaviors' you have experience from your customers?

- You don't attend to them on time because of much customers and when you do some of them spills it on your body because they are angry. They like shouting at the top of their voice.

9 How do customers treat you?

- The calm and cultured ones treats us very nice and cool, while the other ones treat you like you're no body.

10 Customer orientation—how well do you serve your customers?

- I take my job seriously and I do my job well

11 How do management reacts towards you during peak moments between you and the customers?

- They are always biased because they always take the side of the customers and shout at you in front of them which is not right and the customers always wants to do more.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- It does affect me but most times I don't allow it get through me, I just always want to finish my work get home and relax.

13 Do you have any turn over intentions?

- For now, no.

RESPONDEDNT 24 – my name is Joy Samuel; I have worked in the casino as a dealer.

1 How satisfied are you with your job?

- On a scale of 1-10, 7.

But why 7 though?

- Because with my experience I should earning more, but the place I am working and certain factors doesn't allow for it.

2 what's your perception about your customers?

- I take some of them to be family friends and some are extremely disgusting.

3 How educated are you about your job role?

- 85%

4 Explain your experiences with customers at work?

- When they are frustrated they can be the best. They love to tip, tell stories, but when they are not they are not good to be around them.

5 How do you deal with the customers emotionally during interaction?

- I keep my emotions in the locker before going up because you're not supposed to express any kind of emotions with the customers.

6 What's the impacts of the work on you emotionally?

- Sometimes I go crazy, get irritated as on time a customer was trying to wank in front of me. Sometimes I leave there happy but when I stay more than the supposed hours I get home pissed and transfer it to others at home.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- I had to adjust my sleeping patterns, I learnt to tolerate people, put customers first and save money. Because you can't just spend every penny you earn and I also learnt gambling is bad because lots of customers have lost their cars houses, money and have one bank erupt.

8 What are those uncivil behaviors' you have experience from your customers?

- When they are losing they can insult, some are pervert. Mostly when they are losing they don't have boundaries.

9 How do customers treat you?

- If they are angry they treat me bad and if they are happy am happy they tip me and sometimes they come to the casino with burden and when they come, we try to be friendly with them.

10 Customer orientation—how well do you serve your customers?

- I think am the sweetest because I appear before them looking all beautiful, I greet them and then I tell them good luck.



11 How do management reacts towards you during peak moments between you and the customers?

- They try as much as possible to keep me calm and then they check the camera to see who is wrong and if am at fault am sent home and if thy customer is at fault depending on the gravity of it them might be sent out too or be suspended.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- When the customer shouts art you might lose focus.

13 Do you have any turn over intentions?

- I think I want to learn mire to be an expert and go to Las Vegas.

Meaning you really like the job?

- Yea I do

RESPONDENT 25 – my name is Noma. I have been working in the casino for a year and some months

1 How satisfied are you with your job?

- Am unsatisfied

Why?

- A lot of things; Like the customer issue, my superiors don't really understand the staff or me personally.

2 what's your perception about your customers?

- I don't really have any bad mindset about them, like they say customers are always right so anything they do they are always right.

3 How educated are you about your job role?

- Very well, am so educated and that's why I don't pick offense I just find a way to handle it.

4 Explain your experiences with customers at work?

- They will order from someone else and be accused of not bring it on time and even when you take it there you don't find them there.

5 How do you deal with the customers emotionally during interaction?

- I just have this in my mind that if they don't come I won't get my salary, so no matter what they do I just put a fake smile, I try as much as possible to endure their excesses, I pour it on them.

6 What's the impacts of the work on you emotionally?

- So bad, it dealt with my emotions, it made me always paranoid, easily angered irritated, have mood swings, because once you're getting in to the casino it's a different ball game and its makes me devastated.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- Am always paranoid, every little things trigger s me because am going to work prepared to receive insult so when am out its still feels like am still in the casino environment, because I spend 9 hours there so I still have the mindset when am out that the way I talk to people in the casino is the same way am going to relate with people outside. It affects my personal relationship, relationship with guys and girls and my academics as well because am a student.

8 What are those uncivil behaviors' you have experience from your customers?

- They are very dirty, they spit around and they lie a lot. They shout a lot; they transfer aggression on you when they lose a game

9 How do customers treat you?

- Very bad. Not all of them are bad some are nice well its 50/50.

10 Customer orientation—how well do you serve your customers?

- Very well.

On a scale of 1- 10?

- I give myself 7.5

11 How do management reacts towards you during peak moments between you and the customers?

- They tend to shout at me in front of the customers and I don't like it because they know the truth, am not saying they should accuse the customer but yelling at me in their presence and trying to make me feel stupid and not doing the job right is what I can't take, I always reply.

So are you saying they are always biased?

- Yes, especially if they don't like you. most time I expect the chef to tell the customers how to act but most times they don't. because sometimes they order and then they don't eat that thing and order from another waitress.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- It does. It makes me not to serve that minute and it makes me want to avoid that customer not smile and my pitch becomes very bad and in that such cases I rather not say anything and not talk. And sometimes I just want to leave the job because am not longer enjoying the job for that day.

13 Do you have any turn over intentions?

- Of cos. Firstly the working hours is too long, its affecting me academically and secondly the smoking is affecting me but because of conditions I just have to work.

RESPONDENT 26 – I am precious, a Ghanaian, I work as a dealer and have been working for 6 years now.

1 How satisfied are you with your job?

- Am 100% satisfied.

2 what's your perception about your customers?

- Its depends, some are rude when they are losing and when they are wining they are nice

On a general note?

- On a general note customer are nice.

3 How educated are you about your job role?

- 100%

4 Explain your experiences with customers at work?

- Some are mean, weird, how they talk, some are nice, some are human, perfect.

5 How do you deal with the customers emotionally during interaction?

- Sometimes its depend on my mood from the house for example when am in good mood I brush off no matter how annoying they are, but when am not in the mood I leash it back to them.

So how do you manage your emotions?

- It really depends because some are always very nice and if it's your first time and you're not always mean I just brush it off.

6 What's the impacts of the work on you emotionally?

- I became angrier, before I started working in the casino, I was the calm type and didn't know how to talk, but due to the customers I can differentiate between angry, how people can be weird when they are losing and how the react when they see you outside and be very nice as a person.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- How I sleep how I schedule my time, my social life has changed, before am excited when its weekend, I go out with friends and have fun, but now I don't have time for myself and even know when its weekend

8 What are those uncivil behaviors' you have experience from your customers?

- Someone can be losing and pour drink on your face, for dealers and inspectors some can break the glass of the car, or meet you somewhere and chook you with a knife

9 How do customers treat you?

- Its depends on the company, when working with them they value their dealer's, no matter the saying that customers are always right.

10 Customer orientation—how well do you serve your customers?

- 100%

11 How do management reacts towards you during peak moments between you and the customers?

- They are mostly biased and it also depends on the one shift. Let's say my manager at first he acted like he couldn't speak English so when there's are problem with a black and a Ukrainian he backed up the Ukrainian girl, but when a time came where he needed to make explanations he explained in English so we were all just amazed, because he been pretending all along.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- Very bad because I feel like am not welcomed.

13 Do you have any turn over intentions?

- Yes

Why?

- I feel am not valued m not respected and not welcomed.

RESPONDENT 27 – I am Adenike, I work as a waitress for 1 and a half years now.

1 How satisfied are you with your job?

- On average

Why is that?

- I feel the owner doesn't listen to he's workers.

2 what's your perception about your customers?

- They are good but because of the gambling thy are harsh and aggressive

3 How educated are you about your job role?

- On a scale of 1 -10, I'll say 9

4 Explain your experiences with customers at work?

- You think they don't watch the workers but they do, when they notice a worker who is doing well they tap you and tips you or tell you Weldon, so customers always watch works regardless.

What's the majority of the experiences you've had with the customers, are the good or bad?

- Its good because it helps me so when am on the outside world I can know what to expect and how to act.

5 How do you deal with the customers emotionally during interaction?

- It's a struggle especially when you have a bad day from home, sometimes I might pour it out on them and sometimes I can't control it when they shout at me, I just shout back.

6 What's the impacts of the work on you emotionally?

- It has made it stronger and can bear hard times.

7 Over time what changes have you noticed in yourself as a result of the casino environment?

- Character wise I became a little aggressive and the cigarettes as well.

8 What are those uncivil behaviors' you have experience from your customers?

- Insulting, some are very nasty and dirty, they are not considerate.

9 How do customers treat you?

- I'll say average.

Please explain?

- Just very few of them are nice and I don't know if it's because of the gambling

10 Customer orientation—how well do you serve your customers?

- I serve them very well

11 How do management reacts towards you during peak moments between you and the customers?

- In this case you're wrong because the customer is always right

Are you saying they are biased or just the fact that customers are always right?

- Sometimes they are biased in front of the customers, but they later try to explain themselves saying it's because of the customers

Doesn't that make you feel disrespected?

- It does.

12 How does this uncivil experiences and management behavior towards you affect your work performance?

- It does, because after they shout at me, I loose motivation and just work any how because I feel like they don't regard me.

13 Do you have any turn over intentions?

- Yes, I do.

Why?

- It's not satisfying money wise, health wise and environment wise.