Casino Dealer Hiring: Rapidly Identifying High Performers

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Abstract

Worldwide, the hiring departments of modern day casinos receive voluminous applications for table games dealers. The sheer number of applicants is a stressor on the department and, as indicated by the wide discrepancy in performance, the current interview/audition process may not be the most effective method for selecting applicants. This study seeks to create a screening tool, to be used as an augmentation in the current hiring process, aimed at rapidly identifying the highest performing blackjack dealers. Job applicants at a newly opened Las Vegas casino will complete surveys measuring job knowledge, boredom susceptibility, experience-seeking behaviors, conscientiousness, and neuroticism. Blind to the survey results, a researcher will later utilize the casino surveillance room and calculate applicants' productivity, measured in blackjack rounds dealt per hour. Individual surveys and productivity will be analyzed utilizing hierarchical regression analysis in an attempt to distinguish high performers in the applicant pool.

Casino Dealer Hiring: The Process of Rapidly Identifying High Performers

When the $2.7 billion resort Wynn Las Vegas opened in 2005, it was the most expensive hotel and casino in the world (Cavaretta, 2006) and had just completed the single largest hiring drive in the history of the United States (Murray, 2005). Ten thousand positions were filled, sought after by more than 100,000 eager applicants (Murray, 2005). In 2006, Wynn Resorts opened in Macau, China, a city comprised of just 10 square miles and a work force of merely 260,000. Seventy thousand applications poured in, representing nearly 25 percent of the city's workforce (Ruiz, 2006). Dozens of casinos have opened worldwide in the past decade, each preceded by large-scale staffing drives attracting droves of potential employees. Heavy competition for jobs is not limited to newly constructed casinos either. The Golden Nugget in Atlantic City, opened in 1985, hosted a job fair in February 2014 and received more than 1,300 applicants for 50 positions (Bogdan, 2014). The Cosmopolitan of Las Vegas, opened in 2010, hosted a single day job fair in January 2013 and received 1,500 applicants for 200 positions (Sieroty, 2013).

The sheer number of applicants for each available job is a true stressor on the hiring process. With such massive numbers of would-be employees, filtering the high performers from the masses may be next to impossible with current practices. Hiring managers in the casino industry have discussed their hiring processes at length but have remained relatively silent on their methods for narrowing the field. Rumors have circulated, speculating about their processes, such as the practice of disqualifying applicants who glance at their wristwatches, but none of these rumors have been substantiated. Industries that reveal methods for narrowing applicant pools risk being met with public outcry. The Los Angeles Fire Department, for example, had 6,500 applicants successfully pass the written service exam for 70 open positions in March 2013.

To filter candidates, city officials limited the scope of applicants to those who submitted their physical fitness test record within the first 60 seconds of the process being opened (Lopez & Welsh, 2014). It may sound callous and unfair to set seemingly arbitrary requirements; however, the combination of imperfect screening methods, massive numbers of applicants, limited time to review applications, and a limited hiring staff can make it challenging to differentiate between candidates.

The current hiring process for casino dealers involves a written application, interview, and a performance assessment by way of an audition, but this method does not successfully distinguish high performers from the rest. Bill Zender (2008) was able to assign a dollar value to a blackjack dealer's speed. In a conservative measure, he calculated that the annual value of one round of blackjack was worth an estimated $128,071. (The parameters for this calculation were as follows: 12 tables open 24 hours per day, each seating an average of 4.5 players who are betting $18 per hand at a game with a 1.5% house advantage.) Slow blackjack dealers are expected to complete 50 rounds per hour and fast blackjack dealers are capable of 130 rounds per hour (Zender, 2008), which is an extreme variation in employee output. Across a number of industries, Schmidt and Hunter (1983) discovered a drastic variability in work performance and output between individual employees. The researchers found the dollar value of output had a standard deviation of 40% of mean salary among co-workers. This is a shocking difference in employee output which, to an extreme, can threaten an organization's economic viability. The results of past hiring decisions reflect a faulty system, as these employees successfully passed their respective company's hiring process.

In previous research, the hiring process has been deconstructed, measuring an employee's assessment during the application process and comparing it with successful output after being

hired (Adams, Bessant, & Phelps, 2006). However, the placement of cameras in the casino above every table allow for constant monitoring, creating a unique opportunity to measure production. Rather than hiring employees and later assessing how they perform, it is possible to assess the attributes of current high performing employees and determine which characteristics they share. Are there certain personality traits or explanatory styles indicative of superior job performance? Is there a way to streamline the job application process, capitalizing on knowledge in the existing literature, filtering candidates before they arrive at the interview?

The purpose of this study is to create a screening tool with the ability to identify high performers during the job hiring process, using casino blackjack dealers as participants. To generate relevant attributes, literature on job performance will be reviewed, including: job knowledge, tests of general mental ability, conscientiousness, neuroticism, curiosity, boredom susceptibility, and experience seeking. Based on previous research and literature, a series of hypotheses have been created determining the likely prototype of a successful, high-performing blackjack dealer. Participants will be issued surveys, assessing each of these areas, unaware that their answers will later be correlated with their job performance. Job performance will be measured in output of rounds per hour, utilizing casino surveillance systems. Regression analysis will determine which of the hypothesized attributes is associated with performance. Lastly, there will be a discussion of implications, limitations, and suggested future research.

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Theoretical Background

In the hiring process, person—job fit is commonly operationalized as the match between an applicant's knowledge, skills, and abilities (KSAs) and the job's requirements (Caldwell & O'Reilly, 1990; O'Reilly, Chatman, & Caldwell, 1991). In the casino industry, determining a person—job fit is typically begins with an online application. Candidates apply for a position and if their personal job history and background fits casino requirements, their KSAs are further assessed by an interview (a table games departmental interview, an interview with Human Relations, or both) and a job performance audition. The interview process can be structured or unstructured; the standard in the casino gaming industry varies significantly between individual operators. In the job performance audition, candidates perform the duties of the job they seek. In the case of blackjack dealers, applicants either deal rounds of blackjack to casino customers on a live game or to members of the casino staff with mock currency.

The job audition is a unique factor of the casino table games hiring process, as the majority of occupations are unable to ask an applicant for a brief demonstration of skill. The in-person interview, on the other hand, is the most commonly utilized tool in the selection process (Schultz & Schultz, 1994). Robertson and Smith (2001) found that the interview has a high predictive validity for job performance. The interview may provide depth when determining an applicant's social skills, ability to persuade, and negotiating capabilities (Barclay, 2001). The in-person interview also helps assess the appearance, motivation, and inter-personal skills of the interviewee (Nankervis, 2005).

However, the in-person interview is subject to human error. Arvey (1982) suggests that hiring a low performing employee when attempting to hire only high performers could be due to interviewer mistakes in judgment or perceptual errors. The 'halo effect' is one such perceptual error, whereby an interviewer is biased by a particular attribute of a candidate and assigns a

consistent rating across multiple dimensions (Cooper, 1981; Huffcutt, Van Iddekinge, & Roth, 2011). The 'contrast effect' is another perceptual error, by which an interviewer is biased by a previous interviewee and judges the current interviewee accordingly (Huffcutt, et al., 2011). Silverman and Jones (1976) discovered that interviewers tended to make determinations about applicants very early in the interview process and thereafter proceeded to rationalize and justify their decisions. In a similar vein, Barrick, Patton, and Haugland (2000) found that an interviewer's assessment of an applicant and the applicant's self-assessment in measuring personality traits such as agreeableness and extroversion were correlated only moderately.

Current methods may not be the most effective indicator of performance, as performance varies drastically among those who have satisfactorily completed the hiring process. Campbell, Gasser, and Oswald (1996) found that the difference in output between the highest and lowest performing individuals can reach ratios as high as 10-to-1 for moderately complex jobs and 4-to-1 for less complex jobs. With blackjack dealer speeds ranging from 50 to 130 rounds per hour (Zender, 2008), the casino gaming industry is subject to performance inconsistencies among employees in ranges similar to the findings of Campbell, Gasser, and Oswald. In an industry overrun with applicants, such as the casino gaming industry, hiring anyone other than the most qualified and capable is indicative of a failed system.

A casino dealer spends a concentrated amount of time one-on-one with casino customers; therefore, a wider range of KSAs are required than simply speedy card distribution. Necessary skills include mathematical ability, accuracy in payouts, and dexterity (Eade & Eade, 1997). Successful casino dealers blend active listening, social perceptiveness, monitoring, coordination, critical thinking, speaking, instructing, time management, reading comprehension, and a service orientation (Corcoran & Wishart, 2008). To narrow the field of candidates, interviewers tasked

with hiring those with the most congruent person—job fit may benefit from the use of a screening tool. By filtering only the highest performers into the interview/audition process, effects of potentially arbitrary hiring decisions may be minimized.

If this current study successfully identifies high performing candidates, it would add another layer to the hiring process. Research indicates that organizations who layer their hiring qualification measurements with increased predictive validity are likely to realize substantial increases in output and performance (Guion, 2011). A complex approach in hiring may reduce adverse perceptual errors or judgmental errors on part of the interviewer (Campbell, 1996). Indeed, if a company improves its hiring methods, the economic gains tend to be quite substantial (Schmidt & Hunter, 1993).

Personality Assessments in the Hiring Process

Hogan (1991) defines personality traits as "stylistic consistencies in a person's social behavior" (p. 875) and assessments measuring these personality traits provide a framework for hiring decisions by predicting employee performance and behavior (Smith & Ellingson, 2002). Research indicates that assessments can add incremental value to the employee hiring and selection process (Stark, Chernyshenko, Chan, Lee, & Drasgow, 2001). Personality assessments and job-appropriate testing provide a wider base of knowledge about an applicant and allow the organization to make more informed hiring decisions (Williams, 2011). Properly developed tools may assist organizations in selecting applicants with the desired KSAs and those with the best matched person—job fit (Murphy & Cleveland, 1995). Adhering to hiring standards with known predictive validity may lead to a substantial increase in employee output and the monetary value of that output (Hunter, Schmidt, & Judiesch, 1990).

However, the use of personality assessments in the hiring process is not without controversy (Scroggins, Thomas, & Morris, 2008) and their effectiveness in the employee selection process has been questioned (Brown & Harvey, 1996). Some researchers believe that the complexities of human behavior are too difficult to predict and others question the fairness and usefulness of the results (Cummings, 2005). On the other hand, Weinstein (2008) states that personality assessments may slice to the core of job interviews, thereby removing layers of artificiality; Greenberg and Sweeney (2008) believe these assessments reveal insights traditional interviews cannot unearth. While controversial, the use of personality assessments is quite popular. In 2014, nearly 80 percent of Fortune 500 companies (and 89 of the Fortune 100) reported use of a personality assessment during the hiring process (Winterhalter, 2014).

Female and minority employees may score differently than Caucasian males on non-cognitive assessments (Bierbaum, 2005), and from a legal standpoint, personality assessments must be deemed valid for such groups (Novations Group Inc., 2003). When employers utilize assessment tools that have not been properly established, the process may be ineffective and may possibly result in discriminatory practices (Williams, 2011). Aamodt (1999) suggests combatting potential legal issues by adhering to confidentiality and utilizing measures with a degree of face validity, making the relationship between the survey items and job aspects quite obvious.

Response Distortion

When administering tests during the hiring process, candidates may fake scores in an attempt to appear more desirable to a potential employer (Paulhus, Bruce, & Trapnell, 1995). This response distortion, the distorting or faking of responses on an assessment tool (Bierbaum, 2005), may be born of social desirability, impression management, or self-deceptive

enhancement (Paulhus, 1991). The possibility of candidates faking their answers is always a consideration when conducting an assessment, yet it is not a reason to avoid administering tests. Rather, the potential of response distortion is a reason to administer a better test.

The following subsections of this paper detail proposed hypotheses, which may not be easily intuited by job applicants. If participants can't readily define the characteristics that the employer is gauging, they will not be able to successfully distort their responses. Also, in transparent sections of the screening tool, such as the job knowledge assessment where candidates can readily determine the dimension being tested, they will be unable to distort their answers. Either the candidate has the requisite knowledge or does not; these questions are not rooted in opinion. Reminding candidates of the imminent interview/audition process in the casino may also prompt more sincere responses. Fiske and Taylor (1991) found that survey participants overstate their abilities unless they believe they will later be tested.

Lastly, just because candidates are capable of distorting their responses does not imply that they are destined to fake scores or to be deceptive during the job hiring process (Hough, Eaton, Dunnette, Kamp, & McCloy, 1990). Zicklar and Robie (1999) found that faking responses tends to be an item-level phenomenon; participants fake individual items, not entire scales.

General Mental Ability

For many jobs, particularly entry-level positions, an employee's general mental ability (GMA) predicts job performance as well as, and perhaps even better, than any other predictor (Hunter & Hunter, 1984; Ree & Earles, 1991; Schmidt & Hunter, 1998). Those with higher GMAs learn more rapidly, process information more quickly, and remember details more accurately (Wang, 2011). Hunter (1986) reasons that intelligent people tend to be high

performers as a result of their superior abilities to acquire job knowledge; they are able to acquire this knowledge rapidly and are able to apply it.

When playing blackjack, a customer makes a decision on how to play each dealt hand. Some available options include remaining at that valued hand (staying), drawing another card (hitting), and matching the bet and receiving a third and final card (doubling down). For each combination of player cards and dealer up-card there is a proper mathematical decision, typically highlighted in a blackjack basic strategy chart. Any rule variation (e.g., as whether the dealer is required to stay or draw on soft 17 or the number of decks in play) creates a variation in the strategy chart. If a casino dealer has a working knowledge of proper basic strategy, this individual has most likely gleaned the information from resources outside of traditional dealing school or employee training programs. Dealers are taught the mechanics of dealing; they are not typically educated in the finer points of basic blackjack strategy. If learning increases job performance as Szilagyi and Wallace (1990) claim, then high performers are likely to have a greater knowledge of their jobs.

Hypothesis 1a: Participant scores in job knowledge will have a positive association with performance.

GMA has been established as a predictor of high performance, but a person's practical intelligence represents a second factor that is often involved (Menkes, 2002). Practical intelligence is couched in a person's tacit knowledge (Wagner & Sternberg, 1985), which is action-oriented knowledge that tends to be acquired through personal experience, applied to a particular goal, and context-dependent (Sternberg, Forsythe, Hedlund, Horvath, Wagner, Williams, Snook, & Grigorenko, 2000). In the modern casino setting, most operators do not place an emphasis on a dealer's speed. If casino dealers place an importance on the speed of

their own dealing, this is likely due to their tacit knowledge, whereby through personal

experience they have learned that speed is important.

> *Hypothesis 1b: Participants who rank "dealing quickly" as a high priority task will have*
>
> *a positive association with performance.*

Five Factor Model

Though general mental ability is considered to be the best predictor of an employee's

performance, additional non-cognitive measurements can increase the validity and effectiveness

of the selection process (Schmidt and Hunter, 1998). Personality variables can explain

incremental variance in job performance (McCrae & Costa, 1987; Salgado, 1998) and may have

less of an adverse impact than other measurements (Risavy & Hausdorf, 2011).

The Five Factor Model, first introduced by Louis Thurstone in 1934 then later developed

by Warren Norman in 1963, is a personality assessment that has successfully predicted job

performance and employability (Goodstein & Lanyon, 1999). The scale consists of five

dimensions: conscientiousness, neuroticism (emotional stability), agreeableness, extroversion,

and openness to experience. In particular, Mount, Barrick, and Stewart (1998) found that the

personality measurements of conscientiousness and emotional stability correlate positively with

job performance across occupational groups.

Conscientiousness refers to an individual's self-control, including organizing, planning,

and carrying out tasks (Barrick & Mount, 1993). A conscientious employee tends to be mindful,

persistent, and responsible (Rothmann & Coetzer, 2003). In a meta-analysis, Barrick and Mount

(1991) determined that conscientiousness was correlated with job performance more than any of

the other five factors. In a similar study, Schmidt and Hunter (1998) analyzed 85 years of

selection methods and determined that combining tests of general mental ability and

conscientiousness had a validity of .65 for predicting job performance. It may stand to reason that employees who are conscientious thereby develop more satisfactory levels of job knowledge or have higher job performance.

> *Hypothesis 2a: The personality trait of conscientiousness will be positively associated with high-performing blackjack dealers.*

An individual's degree of neuroticism refers to their tendency to experience negative affects such as fear, sadness, embarrassment, anger, guilt, and disgust (Rothmann & Coetzer, 2003). High scorers in neuroticism may be indicative of those who have irrational ideas, low impulse control, and poor coping mechanisms, while lower scores tend to indicate individuals with emotional stability (Hough, Eaton, Dunnette, Kamp, & McCloy, 1990). Dunn, Mount, Barrick, and Ones (1995) determined that emotional stability (a low score in neuroticism) is a predictor of job performance, second only to conscientiousness. Those scoring low in neuroticism tend to provide better customer service (Furnham and Coveney, 1996) and contribute to success when working in teams (Mount, Barrick & Stewart, 1998). Part of a dealer's ability to quickly deal cards to casino patrons relies on a willingness to provide customer service, treating the situation as if they are part of a team. Those who rank low in emotional stability, and therefore high in the measure of neuroticism, likely care about the service they provide customers and would in turn be more focused on their speed of dealing.

> *Hypothesis 2b: The personality trait of neuroticism will be negatively associated with high-performing blackjack dealers.*

Curiosity and Sensation Seeking

Berlyne (1960, 1963) defines curiosity as the desire to gain information, which results in exploratory behavior and knowledge acquisition. Fuller (2006) states that people use curiosity as

an active attempt to decipher the world around them and interact with their environment. Those

curious about the world tend to seek "varied, novel, complex, and intense sensations and

experiences" (Zuckerman, 1994). High sensation seekers tend to have a higher aptitude in math

than low sensation seekers (Kish & Leahy, 1970) and often need change in their environment, to

feel a great deal of individuality, and need to experience spontaneity (Zuckerman & Link, 1968).

Ball and Zuckerman (1992) found that those rating high in sensation seeking are able to focus

their attention even while faced with a distracting task.

Experience-seeking is one of the four sub-scales of sensation seeking and a person high

in this domain is defined as seeking sensations through the mind or senses, particularly in travel,

music, art, and nonconformity (Zuckerman, 1971). Experience-seeking is the most intellectual

of the four sub-scales, with the other items being boredom susceptibility, thrill and adventure

seeking, and disinhibition (Zuckerman, 1971). Blackjack dealers need to perform quick

mathematical calculations, often while bombarded by the noisy atmosphere of casinos. This

ever-present bustle includes conversations from around the room, the constant hum and clicks of

slot machines, and a steady stream of those passing by. Blackjack dealers must contend with the

distractions while conversing with casino patrons, and performing the duties of their job.

Hypothesis 3a: Those scoring high in experience-seeking behaviors will have a positive

association with high performance.

Dealing blackjack is a job grounded in repetition and there are very strict rules guiding

proper procedure. Dealers are supposed to wait for every player to show a clear hand signal

before moving to the next player. The object of the game is for the player to have a card tally as

close to 21 as possible without going over. If a player has a card tally of 20, that player is highly

unlikely to draw another card, but the rules dictate that the dealer should receive a clear hand

signal before moving to the next player's hand. Waiting for a clear hand signal is within the

rules proper, however, it slows down a dealer's speed and is likely quite a boring task.

Therefore, a dealer who dealings quickly may feel inhibited by the rules proper and their dealing

quickly may be tied to a low tolerance for boredom.

    Hypothesis 3b: Those scoring high in boredom susceptibility will have a positive

    association with high performance.

Methodology

Participants

    Approximately 150 job applicants for table games dealer positions at a newly opened

casino in Las Vegas, Nevada will be recruited to participate in this study. (The casino has

requested the company name not appear in print.) The sample size was selected based on a G-

Power analysis set to a power of 0.80 and an effect size of 0.15 ($p < .05$, F-test with six

predictors). These parameters in G-Power require 98 participants to detect an effect. Setting a

target of 150 partipants will minimize problems from attrition in the study, including difficulties

observing candidates who were not hired at the casino. Participants will be assured

confidentiality and will be told this questionnaire is for occupational research only. They will

have no knowledge of the measurements of job performance that will accompany their results.

Research Design

    Groups of 18 job applicants for the casino will undergo a job audition and interview

cycle, hosted at Gold Star School of Gaming, LLC every 30 minutes for a two week period.

After potential candidates have completed their interview with the casino, they will be provided

the option to participate in this research study, reminded that their answers are confidential and

their decision whether or not to participate will have no impact on their potential to be hired at the casino. There will be no compensation for participating.

Measures

  Job Knowledge. A 15-item assessment quizzing participants on the mathematically proper decision to make based on the blackjack basic strategy chart will serve as an indicator for job knowledge. Each question will have six possible answers (*hit, stand, surrender, split, double down,* and *I'm not sure*). These questions will be of medium difficulty ("What is the proper basic strategy decision for the player to make when he has 12 and the dealer has a 3 showing?"), moderate difficulty ("What is the proper basic strategy decision for the player to make when he has 17 and the dealer has an A showing on a double-deck blackjack game where the dealer stands on soft 17?"), and high levels of difficulty ("What is the proper basic strategy decision for the player to make when he has 14, the dealer has a face card showing, and the true count is a positive 4?"). The medium and moderately difficult questions were obtained from a blackjack basic strategy chart created by Michael Shackleford (2005). The questions of a high level of difficulty were obtained from Don Schlesinger's "Illustrious 18" and "Fab 4 Surrenders" charts (2005), which involve both basic strategy and knowledge of card counting. The levels of difficulty for each question are notated in the codebook.

  Job Expectations. To assess individual attitudes toward the importance of dealing quickly, ten components of a dealer's job, taken from job descriptions at various casinos are listed. Among these items are: "providing a fun atmosphere for players," "being accurate in payouts," "game protection," and "dealing quickly." This list of ten components is a rank order question, with the following instructions: "Please rank the following aspects of being a casino dealer in the order of their importance (1-10). The most important aspect of the job will be

ranked 1; the second most important aspect will be ranked 2. 10 is the least important aspect.

Only assign one number per answer. Use each number 1-10 only once." For this study, the rank

that a participant assigns to the value of "dealing quickly" will be utilized.

Five Factor Model (FFM). The 20-item Mini-IPIP (Donnellan, et al., 2006) is a

condensed version of the 50-item International Personality Item Pool (IPIP; Goldberg, 1999)

designed to measure the Big-Five factors: conscientiousness, neuroticism, extraversion,

agreeableness, and openness to experience. Each factor is measured in a subset of four

questions, on a five-point Likert scale (from 1=*very inaccurate* to 5=*very inaccurate*). Questions

include items such as: "I am the life of the party" and "I get chores done right away." The Mini-

IPIP is fitting for experimental designs of limited time (Cooper, Smillie, & Corr, 2010). For this

study, the Mini-IPIP subscales for conscientiousness and neuroticism will be utilized.

Curiosity. The Sensation Seeking Scale-Form V (SSS-V; Zuckerman, 1979) is a 40-item

personality trait scale designed to measure participants' propensity toward sensation seeking.

The test consists of a total scale and four factor subscales: Disinhibition, Boredom Susceptibility,

Thrill and Adventure Seeking, and Experience Seeking. Each item is posed in the form of a

dichotomous statement (where 0=*negative response*; 1=*positive response*) asking respondents to

provide the first answer that comes to mind. An example of this dichotomous choice is as

follows. Choice A "I like to try new foods that I have never tasted." Choice B: "I order the

dishes with which I am familiar, so as to avoid disappointment and unpleasantness." This is an

assessment linked with a job, so questions that may be confounded with employment

opportunities are likely to provide inaccurate results; therefore, those questions will be removed.

An example of such a question is as follows. Choice A: "I find that stimulants make me

uncomfortable." Choice B: "I often get high (drinking liquor or smoking marijuana)." For this study, the subscales for Boredom Susceptibility and Experience Seeking will be utilized.

Control Variables. Respondents will also complete questions indicating the number of years they have spent working as a dealer, the number of years they have spent dealing blackjack in particular, the shift where they currently work, their age, and the casino where they are currently employed. I will run an analysis to determine if a relationship exists between experience and speed as well as a relationship between age and speed. When assessing the data, I will further consider all control variables and their impact upon the results.

Procedure

Participants will be recruited immediately upon completing their casino audition and interview. Should they elect to participate, they will be directed to complete a paper survey to assess casino dealer attitudes. After submitting their survey to the research assistant, their participation in the study, as they understand it, is complete.

A final assessment on the participants' dealing speed will be measured approximately 3-6 months later with the researcher blind to the survey results, conducted from the casino surveillance room without the knowledge of participants. A base speed, calculated by counting the number of rounds per hour that participants deal at the blackjack table, will be measured against the various measurement scales to determine similarities in high performance and low performance participants.

In the event there are not enough participants who are subsequently hired at the casino, the rounds per hour measurement may be conducted in other locations. When completing the survey, participants are asked to answer questions regarding their current casino of employment and the shift they work. With this information, participants may be located at other casinos and

measured by observation on the casino floor. This may be done by a research assistant who was not present during the survey distribution or in the surveillance room, given the explicit permission of the casino's director of table games.

<div align="center">**Results**</div>

Data Analysis Plan

The software Statistical Package for the Social Sciences (SPSS) will be utilized to conduct hierarchical regression analysis. First, the data will be cleaned to ensure the participants properly completed the surveys.

To test hypothesis 1a, *participant scores in job knowledge will have a positive association with performance,* and 1b, *participants who rank "dealing quickly" as a high priority task will have a positive association with performance*, I will examine the relationship between job knowledge/job expectations and high performers using a regression analysis. First I will enter control variables, including gender, age, length of time as a casino dealer, and length of time as a blackjack dealer. In the second step I will enter individuals' job knowledge and job expectations scores. I expect that adding implicit voice beliefs in the regression will have a significant R^2 change in predicting performance scores.

To test hypothesis 2a, *the personality trait of conscientiousness will be positively associated with high-performing blackjack dealers,* and 2b, *the personality trait of neuroticism will be negatively associated with high-performing blackjack dealers*, I will continue with the regression model from above. The two items from the Five Factor Model, conscientiousness and neuroticism, will be entered in the third step. I expect these items will account for variance in the dealers' performance scores above and beyond the measures of job knowledge and job expectations.

To test hypothesis 3a, *those scoring high in experience-seeking behaviors will have a positive association with high performance,* and 3b, *those scoring high in boredom susceptibility will have a positive association with high performance*, I will continue the regression model. I anticipate expect that these measures will further account for variance in dealers' performance scores.

<center>**Discussion**</center>

Future Considerations

This study was limited to applicants seeking employment at a particular casino. Per the casino's application requirements, all candidates needed a minimum of one year's dealing experience to be considered for employment. The differences between high and low performing individuals may perhaps be magnified within groups containing members with less than a year of dealing experience. Future analysis in dealers with less than a year's experience may be of interest.

Another potential shortcoming involves the time lapse between the completion of this survey and the assessment of dealing speed. This discrepancy was due to casino auditions taking place several months prior to the casino opening. It is possible that in the time between data collection and the speed assessment, participants gained more job knowledge or had more practice to become quicker dealers. Future research in this area should couple the survey and data collection in a tighter time period.

Lastly, the occupation of casino dealer attracts a great number of foreigners with varying levels of English comprehension. Subsequent testing needs to be implemented to evaluate any potential cultural, gender, or racial bias. Legally, the United States courts determine whether there is any adverse consequence impacting subgroups during the hiring process by utilizing the

four-fifths rule. This rule states that the selection rate for any minority subgroup should be no less than four-fifths (80-percent) the selection rate for the majority group (Equal Opportunity Employment Commission, U.S. Department of Labor, & U.S. Department of Justice, 1978). Further testing within minority subgroups needs to be conducted.

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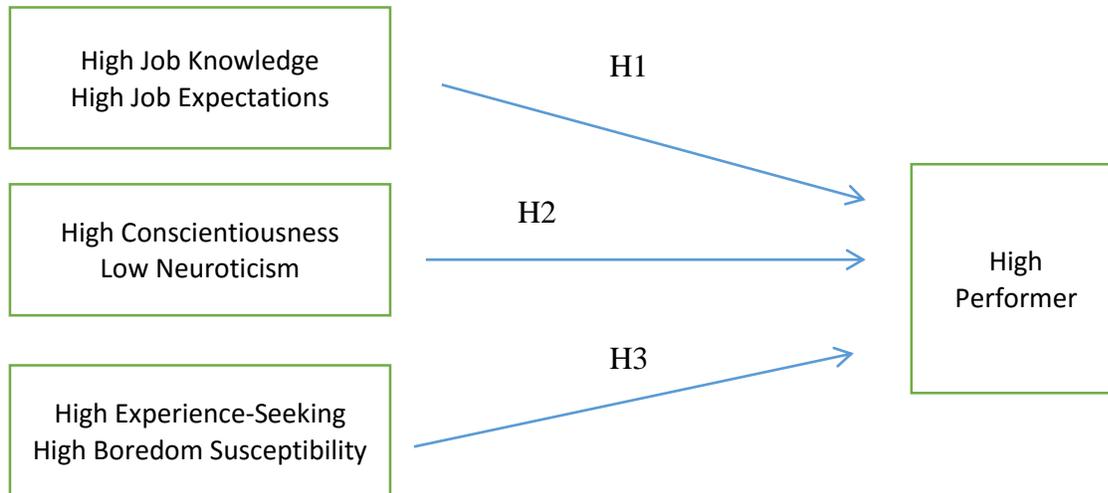
Figure 1. Theoretical model. Model of proposed relationships, as described below.