

Job insecurity, employee incivility and coaching perception of casino employees: A moderated mediation model*

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Abstract

This paper aims to analyze job insecurity (JIS)'s effect on employee incivility by mediating the role of moral disengagement (MD) and the moderating role of coaching behavior in the casino sector. Data was collected from 542 casino employees in Northern Cyprus. The study showed that casino employees' MD mediated the association between JIS and employee incivility. Additionally, coaching behavior moderated the path of this mediated link. Due to the limited endeavors on the hypothesized relationships, the research contributes to the literature and industry.

Keywords: Moral disengagement, incivility, job insecurity, coaching behavior, hospitality

JEL Codes: M10, M12

1 Introduction

Job insecurity (JIS) is a significant source of stress in modern working life due to numerous practices such as downsizing, divestment, outsourcing, and seasonal employment (Dogantekin/Secilmis/Karatepe 2022; Karatepe/Reza-pouraghdam/Hassannia, 2020). This is unsurprising, given that JIS is one of the top worries for workers in today's global business world (Shin et al. 2019; Ma et al. 2019). Due to its significance, JIS has emerged as a primary study issue source of workplace stress, particularly in the context of casinos (Cheung/ Wu/ Chi 2019; Lam/Cheung/ Wu 2019; Tian/Zhang/Zou 2014). JIS was characterized as "...the perception and fear of losing one's job, which has recently emerged as one of the most stressful sources of stress" (Sverke/Hellgren 2002). As a stressor, JIS has been proven to have a detrimental effect on various personal and organizational outcomes (Darvishmotevali/Ali 2020; Karatepe et al. 2020). In particular, several scholars suggest that JIS is connected with stress and various work outcomes. For instance, JIS erodes employees' work

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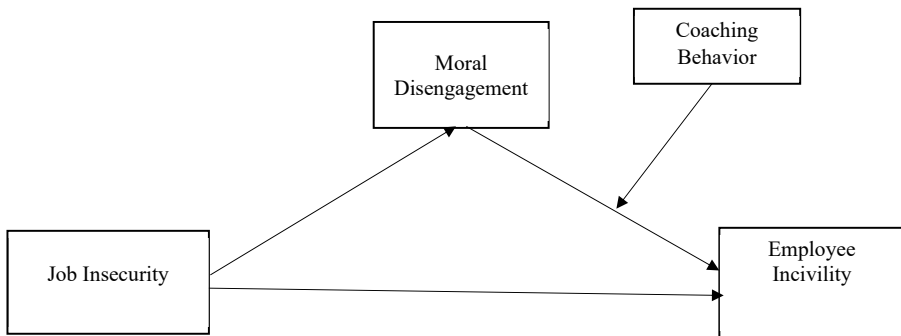
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engagement (Karatepe et al. 2020), job embeddedness (Safavi/Karatepe 2019), strain (Wang et al. 2018; Darvishmotevali/Arasli/Kilic 2017), job dissatisfaction (Bouzari/Karatepe 2018; Cheung et al. 2019), turnover intention, absenteeism (Staufenbiel/König 2010) and triggering nonattendance intention and job tension (Karatepe/Okumus/Saydam 2022).

The mechanism that causes normative behavior to be substituted for employee incivility is still scarce. Employee incivility is described as "...low-intensity counterproductive behavior with the uncertain aim to the detriment" (Bavik/Bavik 2015:66). More specifically, studies focused on revealing what triggers employees to act devastating, criminal and rules-violating behaviors when confronted with insecure job settings. The current research aims to illustrate the cognitive processing that may lie behind the JIS – employee incivility link, using the tenet of the social exchange theory. More precisely, we're interested in moral disengagement (MD) as an intervening variable between JIS and employee incivility. MD is "... the cognitive deactivation of moral self-regulatory processes in decision-making". In this situation, unscrupulous decisions can be taken without anyone noticing, increasing the likelihood that unethical acts would be carried out (He/Harris 2014).

Furthermore, in this research, coaching behavior comprises a buffering role that might influence the nature of this mediated link. Coaching behavior is defined by Ellinger et al. (2010) as "...the activities of a supervisor/executive that acts as a coach and encourages learning in the working setting by exhibiting particular behaviors that help the employee to grow and learn" (p. 258).

Figure 1: Moderated mediation model



Furthermore, the effect of coaching behavior plays a significant role in workers' attitude and help them in their work setting, which improves employees' work performance and behavior (McCarthy/Milner 2020; Ozduran/Tanova 2017). Researchers have suggested that the function of a manager has moved from monitoring and control to coaching that focuses on employees' development

and performance enhancement (Huang/Hsieh 2015). Furthermore, research indicates that management coaching is at the center of organizational success (Hamlin/Ellinger/ Beattie 2006). Hackman and Wagemen (2005) propose that managers should be team coaches, going beyond traditional duties of monitoring or control to encourage and educate their staff to achieve performance enhancements. Therefore, management coaching is a potent tool for enhancing an employee's positive behaviors and lowering negative ones. Akin to the importance of coaching behavior, Mc Carthy and Milner (2020) called for more research to include coached employees' perspectives and assess supervisors' coaching behavior. This research provides coaching behavior as a moderator in answer to this call.

Drawing on this background, this present study has proposed that employees who perceive coaching behaviors from their supervisors will be less likely to feel insecure and, thus, less likely to show unfavourable reactions, such as workplace incivility. This implies a testing potential moderating role of coaching behaviors that can dampen the association between JIS and employee incivility among casino workers.

1.1 Significance of the study

Through gauging the links mentioned above, current research contributes to the casino industry in at least five ways. First, our research fills the lacuna by gauging the effects of JIS – employee incivility. A study of previous as well as novel meta-analytic pieces of evidence depicts that JIS-employee incivility has not been studied in the tourism and hospitality literature yet (Jiang /Lavaysse 2018; Richter/Näswall 2019). To our knowledge, the bridge or relationship regarding JIS and employee incivility has not been empirically tested among casino employees. Broadly speaking, although previous research (Cheung et al. 2019; Tian et al. 2014) has looked at the impact of JIS on several job outcomes among casino employees, none of the studies has gauged the link between these constructs as a primary source of stress among casino employees.

Second, while an exceptional study established a link between JIS and MD (e. g., Huang/ Wellman/ Ashford/ Lee/Wang 2017), MD-related research in the hospitality domain, particularly in casinos, is mostly ignored. Some studies have displayed insight into employee MD, such as wide-ranging unethical behavioral outcomes (Harris/He 2019) and deviant behavior (Samnani/ Salamon/Singh 2014; Valle/ Kacmar/Zivnuska/ Harting 2019). Therefore, it is imperative to gauge JIS' probable outcomes on employee MD in the casino context. MD is a collection of behaviors aimed at breaking an individual's moral norm by using a "psychological mechanism through which the moral of individuals can be disengaged from inhumane actions" (Bandura 1991:2). The fundamental insight is that MD permits one to be involved in undesirable attitudes by rationalizing

the act and lessening the destructive feelings linked by performing it (e. g., Bandura 2015; Moore/ Detert/Treviño/ Mayer 2012). As a result, recent research demonstrates how contextually-driven cognition, such as JIS, might trigger MD. As a result, this research allows researchers to understand better the conditions that lead to MD.

Third, recent articles highlight the need for more information regarding the mediator role that could link JIS and employee job outcomes (Etehad/Karatepe 2019; Karatepe et al. 2020). Due to this insight, we employ the indirect effect of JIS on employee incivility through MD.

Fourth, although noteworthy studies used various leadership styles as powerful leverage (Arici 2018; Jansen/ George/ Van den Bosch/Volberda 2008), very few studies focused on the hospitality industry's coaching behavior (Ozduran/Tanova 2017). A moderated mediation framework proposes new paths for scrutinizing the ancestor of employee incivility by investigating its effect on MD and how coaching behavior may alter the possible intervention route of this mediated relationship. Necessarily, the research framework, as mentioned above, will enlighten casino management to articulate organizational involvement agendas wished-for to cover undesirable actions of casino employees at the workplace.

Last but not least, current empirical research is a first step in exploring JIS and its outcomes in the domain of casinos in a different geographic area, Northern Cyprus, which is geography other than Eastern culture (Tian et al. 2014; Cheung et al. 2019) where most of the JIS related studies took place previously.

Therefore, the current study was conducted in Northern Cyprus, which is sparse in the Western context. Fig. 1 shows a study model that includes the consequences of JIS and MD as a mediator based on the social exchange theory (Cropanzano/Mitchell 2005). Generally, JIS enables MD among casino employees, leading to employee incivility. Coaching behavior as a buffering variable alleviates the linkage, as mentioned above.

2 Theoretical background and hypotheses

2.1 Theoretical background

The conceptual model of our study uses the “social exchange theory” (SET) (Blau 1964) to analyze the causal association between employees and the organization. SET aims to explain individuals' connections to his/her executives/employers. Even though several viewpoints on social interactions have emerged, scholars believe social relationships lead to obligations (Emerson 1976). Within SET, these exchanges are frequently viewed as depending upon the relationship between partner (Valle et al. 2019). For instance, organizational leaders and managers anticipate that employees will carry out assigned tasks and adopt responsibilities and obligations. Employees expect that organization will recip-

rocate by compensating, rewarding, and treating them fairly in exchange for accomplishing these work activities (Valle et al. 2019). The reciprocity logic is a widely used theoretical paradigm for analyzing social connections. When one person provides another with anything negative or positive, the other person is obligated to reciprocate (Arasli/Arıcı 2019), maintaining the trade relationship's equilibrium. This give-and-take mechanism is a distinguishing feature of organizational social exchange (Valle et al. 2019).

2.2. Hypotheses

2.2.1 Job insecurity and moral disengagement

Employees' perceptions of events, persons, and signals related to the business or social circumstances reveal job insecurity (JIS) (Bouzari/Karatepe 2018). For example, when a new superior joins the organization, a person with a negative opinion of job security may demonstrate or indicate a predisposition to leave work (Kim et al. 2017). Outsourcing might also lead employees to believe they risk losing their jobs in the future (Dogantekin et al. 2022). Employees' concerns about JIS can be exacerbated by seasonality. JIS jeopardises one's identity and personal resources (such as self-esteem) (cf. Shoss 2017). Individuals in the workplace regard JIS as a breakdown of the concealed mental bargain between the corporation and subordinates (Tian et al. 2014; Probst/ Petitta/ Barbaranelli/ Austin 2020). Individuals delivering arduous duties and effort in exchange for job security and safety from their employer could be one such psychological bridge (Probst et al., 2020). As a result, the give-and-take norm (Gouldner 1960) and the expectation of a balance between the organization's and employee's obligations and capabilities (Conway/Briner 2005) underpin the social exchange connections between the organization and its employees. JIS indorses employees to begin the cognitive reframing of detrimental attitude that triggers disengagement, according to social exchange theory and the concept of MD (Huang et al. 2017). There is little evidence demonstrating that JIS leads to MD. For example, Probst, Petitta, Barbaranelli, and Austin (2020) depicted that the prospect of JIS might lead to MD among working people in the United States. Huang et al. (2017) reported that JIS is positively linked to MD.

Furthermore, Karatepe et al. (2020) noted that JIS was inversely connected with engagement toward work in the hotel industry. According to data collected from frontline hotel employees in Turkey, the authors also found that JIS is positively associated with self-efficacy and leads to nonattendance behavior.

Furthermore, Ma et al. (2019) found that JIS was a stressor that negatively influenced psychological contract breach and was linked to unethical work behavior among aviation personnel. Although numerous research has been undertaken on the relationship between JIS and a range of outcomes, the relation between JIS and MD has received little attention in the present hospitality arena. The

information depicted above, together with the prior theoretical viewpoint, leads to the following hypothesis:

Hypothesis 1: Job insecurity has a significant impact on moral disengagement.

2.2 Job insecurity and employee incivility

The present research extensively uses social exchange theory to detect and explain employee reactions to job insecurity (JIS) (e. g., Cheung et al. 2019; Huang et al. 2017). According to this perspective, if a company does not provide adequate job security, its workers are less driven to establish favourable attitudes toward and contributions to the organization. As a result, their engagement toward the job and in/extra-role performance worsens (Karatepe et al. 2020). While these are important discoveries, previous social exchange-based explanations of JIS may underestimate the detrimental organizational effects. Individuals may respond to JIS in various ways, such as engaging in deviant behaviors (Huang et al. 2017; Tian et al. 2014).

Many studies have examined antecedents of counterproductive work behaviors (CWB). For example, Zhang et al. (2019) demonstrated that role stressors positively correlate with counterproductive work behavior among service employees in Mainland China. Eluwole et al. (2022) found that abusive supervision eroded hotel employees' helping behavior and extra-role behaviors. Drawing on the literature on counterproductive work behaviors, our work demonstrates that JIS may trigger even modest kinds of employee misbehaviour with less intent to damage, such as employee incivility. When employees feel threatened about the potential loss shortly, they exhibit counterproductive work attitudes in the form of employee incivility. Because of this, we expect a positive linkage between JIS and employee incivility. Hence, our study's model (see Figure 1) is suggested to fill the void in the hospitality literature. More precisely, the following hypothesis is posited.

Hypothesis 2: Job insecurity has a significant impact on employee incivility.

2.3 Moral disengagement as a mediator

According to Rudolph et al. (2004), if a victim points the strain, they have agonized to the offender's intentional regulator, and afterward, the offender is considered accountable for the impairment. These events can engender deviant behavior, commonly reprobated, while administrators only perceive employee incivility as mildly tolerable. In this current study, we utilised employee incivility as a 'tit-for-tat' behavior. JIS might be regarded as destructive because of its opposing influences on employees' welfare (Tian et al. 2014).

MD is a set of behaviors intended to violate an individual's moral standard by employing a "psychological mechanism through which the moral of individuals can be detached from inhumane activities" (Bandura 1991:2). The fundamental insight is that "moral disengagement" permits one's to be involved in unfavorable attitudes by rationalizing the act and lessening the destructive feelings linked by doing so (Moore et al. 2012). As a result, our research demonstrates how contextually driven cognition, such as JIS, might alter MD.

Casino employees may hold their organization responsible for JIS if they think their workplace harms or threatens security. Such a situation will more likely bring an undesirable perception of employees' state of mind. Additionally, few academics showed employee incivility perceived as ethically problematic behavior (Bavik/Bavik 2015). When offenders feel that (a) "the harm is bearable or acceptable," (b) "the target deserves the harm," or (c) "they are not accountable, they are more likely to engage in unethical behavior", (Bandura/Barbaranelli/Caprara/ Pastorelli 1996). MD is the act of participating in the acts mentioned above, and it was discovered in this study to be a key psychological mechanism triggering casino employees' incivility. Several research has provided revealing perceptions concerning employee MD that causes deviant behaviors in the workplace (Valle et al. 2019; Harris/He 2019; Samnani et al. 2014). However, research has avoided clarifying the moral reasons behind employee incivility.

As an intervening variable, MD is a process such as "mental progressions by which moral responses might be disengaged from ethical action" to express or display conduct that is antithetical to one's moral standard (Bandura 1999).

Research into the characteristics allowing people to disconnect in the job ethically has exploded in the last decade. MD is examined as a criterion variable in several studies and is influenced by independent factors at the person, group, and organizational levels. MD is also investigated as an intervening variable in some research to clarify the effects of many variables, including work attitudes and behaviors (Newman et al. 2019). According to Huang et al. (2017), employee perceptions of JIS are reported to be positively and significantly linked to their MD. Valle et al.'s (2019) study depicted MD as a striking mechanism that elucidated individual differences in unethical behavior.

Consistent with the social exchange theory and the above-illustrated research, we suggest that MD mediates the impact of JIS on casino employees' incivility. Specifically, JIS is perceived as disruptive and erodes employees' well-being (Darvishmotevali/Ali 2020). Such employees are more inclined to MD and, therefore, might exhibit undesirable behavior due to JIS (Tian et al. 2014), such as employee incivility. Accordingly, we hypothesize that:

Hypothesis 3: Moral disengagement mediates the link between job insecurity and employee incivility.

2.4 Moderating role of coaching behavior

Coaching managers is a typical human resources function delegated to line managers. As an intervention for team development, managerial coaching is a person- and team-centred. Managers' coaching skills are essential for efficient coaching delivery (Pousa et al.2018). Coaching is utilized in organizational settings to empower followers, offer them learning opportunities, and assist them in achieving a greater level of performance in the workplace (Ellinger/Bostrom 1999). The leader-as-coach approach is gaining popularity in the contemporary environment, as the new management paradigm emphasizes empowerment and learning facilitation to increase individual and organizational performance (Ozduran/Tanova 2017). Coaching behavior has evolved into one of the behaviors associated with influential leaders and managers (Ozduran/Tanova 2017), as well as it is progressively recognized as a sequence of informal contacts among employees and organizations that the former conducts in the course of their work (Turner/McCarthy 2015). The meta-analytic findings indicate that coaching positively influences overall organizational outcomes and practical, skill-based, and individual-level outcomes (Lee/Ding 2018; Ozduran/Tanova 2017; Pousa et al. 2018; Jones et al. 2016). Consistent with these findings, researchers have been increasingly interested in delving deeper into the leader-as-coach model's use in organizational settings (Ozduran/Tanova 2017; Pousa et al. 2018).

There was a consensus among scholars that a helpful work setting plays a formidable role in diminishing employees' negative behavior and improving employees' positive job outcomes (Ozduran/Tanova 2017; Ozturk/Karatepe 2021; Cetin et al. 2021). Employees develop a commitment and a willingness to respond with suitable work performance and go beyond their job requirements if they feel support from their superiors (Gouldner, 1960). As a result, we believe that when coaching behavior is high, the indirect effect of JIS on employee incivility via MD will be less detrimental. Explicitly, we examine the function of coaching conduct as a buffer in the causal link between JIS, MD, and employee incivility. Thus, we posited that:

Hypothesis 4: Coaching behavior moderates the strength of the mediated relationship between job insecurity and employee incivility via moral disengagement.

3 Methodology

3.1 Contextual background: a brief sketch of Northern Cyprus

Cyprus is the Mediterranean Sea's third biggest island. It covers an area of 9851 kilometers (3572 square miles). It is 60 kilometers south of the Turkish coast, 96 kilometers west of the Syrian coast, and 322 kilometers from Greece (Rustem 1987). As political issues arose between the Turkish and Greek parts of the

island, Turkey used its guaranteed right to invade and restore stability. Since 1974, the island has been subdivided. In 1983, following the declaration of independence by the Turkish minority, the Turkish Republic of Northern Cyprus was established. It is usually known as Northern Cyprus, and a vote resulted in the Turkish minority establishing a new constitution. However, only Turkey recognizes Northern Cyprus; the international world considers Northern Cyprus part of the Republic of Cyprus. Being unrecognized as a country in the eyes of the international community had a significant negative impact on tourism in Northern Cyprus. While the South side of Cyprus has overcome the obstacles inherited from the war and grown into an affluent nation, the North has needed help achieving economic expansion.

Northern Cyprus is a renowned tourism zone in Europe and the Middle East due to its location (Jafari/Ozduran/Saydam 2021). According to 2016 Ministry of Tourists and Environment statistics, net tourism revenue was 746.7 million USD, accounting for 43.4 percent of the trade balance in 2015. The hotels' casinos are a vital aspect of Northern Cyprus' economy. As of 2021, Northern Cyprus has 23 five-star hotels, all of which have casinos. The data was compiled from thirteen casinos located in five-star hotels. Casinos provide 600 million dollars in revenue annually for Northern Cyprus's national economy. This translates to around 20% to 25% of the budget for Northern Cyprus.

3.2 Participants and procedures

The demographic of interest for this study was casino employees. The "drop-off and pick-up" method was utilized to gather data from casino employees in the middle of 2019 using representatives tasked with assisting researchers with questionnaire distribution. For this study, a list of employees gotten from hotels; HR departments, and based on the list obtained from the HR department, employees were approached. Before distributing surveys, the researcher explained the scope and importance of the study to each casino employee. To be able to diminish common method bias, as well as minimize the possibility of selection bias, we requested the representatives to allocate the surveys to employees from different positions (e. g., waiter/waitress, slot attendants, pit/cage workers, slot technicians, public relation and card dealers) who frequently contact with customers (Li/ Kim/ Zhao 2017). Data came out from thirteen five-star hotel casinos, respectively. Since working with the population would be challenging, a research sample was selected. The convenience sampling method was employed. In this regard, ten casino employees were chosen to join in the pilot study to check whether there is any ambiguity in the face validity of the English-written questionnaire. The pilot study revealed that all the items that were organized for this study were fully understood by the respondents who supported the face validity (Kline 2000), and the scales achieved high internal

consistency within high-reliability scores [JI = 0.94, MD = 0.88, CB= 0.85, EI = 0.82] (Nunnally/Bernstein 1994).

An overall of 620 surveys was distributed via representatives to employees. All the participants were full-time casino employees. The questionnaires were distributed with a cover letter to minimize common method bias and then sealed. More specifically, the first page of the survey included such information as: "There are no right or wrong answers in this questionnaire", "Any sort of information collected during our research will be kept confidential," "Participation is voluntary but encouraged," "Management of your hotel fully endorses participation," and "Agreeing to fill out this questionnaire shows your consent" (Podsakoff 2003; Karatepe/ Saydam/ Okumus 2021). In the end, eighteen employee rating surveys were discarded from the dataset because respondents did not solely complete questions relating to coaching behavior and JIS. In addition, twelve respondents did not specify entirely demographic info. Once unanswered and surveys with missing information discarded, 542 surveys composed the dataset for existing research. The demographic profile of this current study mainly included respondents (%66.2) aged from 18 up to 34 years. The sample was 163 (%30) female and 379 (%70) male respondents. In total, 238 respondents (%50.3) had secondary-school degrees, while 179 (%37.9) had two-year college and bachelor's degrees. 80.6 % of the participants had 1 to 3 years of organizational tenure. In terms of nationality of respondents, 220 respondents (%40) were from Post-Soviet States, 149 respondents (%28) were from Turkey, and 90 respondents (%16.6) were from the Middle East. Sixty-five respondents (%12) were African, and 18 (%3.4) were Asian.

3.3 Instrumentation

Job insecurity. Five items (e. g., "*I fear that maybe losing my work*".) from Kraimer/ Wayne/Liden/Sparrowe (2005) were tapped to gauge JIS. The respondents were requested to fill up items utilizing a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The scale's Cronbach alpha rate for this variable was 0.94.

Moral disengagement. This scale was gauged with eight items (Moore et al. 2012). Examples include "*Taking something without the owner's agreement is tolerable on the condition that you're just borrowing*". The related scale highlighted this scale's utilization in a recent study (Valle et al. 2019). The moral disengagement coefficient alpha was 0.88.

Coaching behavior. This scale was operationalized through ten items adopted from Heslin et al. (2006) and subsequently used by other studies (Ozduran/Tanova 2017). A sample item in this scale was "*To what extent did your supervisor express confidence that you can develop and improve?*". The Cronbach's alpha for this scale was 0.85.

Employee incivility. Three items borrowed from Walker et al. (2014) were used to assess employee incivility toward customers. A sample item in this scale was *'I am blunt with customers'*. The employee incivility scale also received attention in the relevant research (Kim/Qu 2019). The Cronbach's alpha for this scale was 0.82.

3.4 Data Analysis

As shown in Figure 1, Pearson correlation analysis was utilized to elucidate the relationships between variables. Furthermore, a moderated mediation model was used, where MD was used as a mediator and coaching behavior was used as a moderator. Thus, the SPSS Process MACRO, developed by Hayes (2013), was utilized to test the data. Moreover, Hayes (2013) expanded the definition of conditional indirect effect (a way of joint mediation and moderation) and explained it as "the degrees of an indirect effect at a specific value of a moderator." Additionally, it delivered a regression-based method to scrutinize mediation, moderation, and conditional process. The study, as mentioned earlier, an established intervening route, can be gauged at a different scope of moderator rather than dichotomising a sustained moderator.

4 Results

Table 1 shows the means, standard deviations, inter-correlations, and reliability for the key constructs in this study, provided in Table 1. As can be seen, JIS was positively related to employee incivility ($r = 0.094$, $p < .05$), and JIS was positively associated with moral disengagement ($r = 0.366$, $p < .01$). These findings provided preliminary support for Hypotheses 1 and 2.

Table 1. Descriptive Statistics and Correlations Among Variables (n = 542)

	<i>M</i>	<i>SD</i>	1	2	3	4
1. Job Insecurity	3.33	1.17	(.94)			
2. Moral Disengagement	3.61	0.99	.366**	(.88)		
3. Coaching Behavior	3.40	0.91	-.412**	-.314**	(.85)	
4. Employee Incivility	3.91	0.96	.094*	.397**	-.076	(.82)

Note. The internal consistency reliability estimates are presented on the diagonal.

* $p < .05$. ** $p < .01$.

4.1 Hypotheses testing

Figure 2 below reveals that JIS was significantly related to employee incivility ($b = 0.094$, $t = 2.045$, $p < .05$), supporting Hypothesis 1.

Figure 2. Standardized path loadings

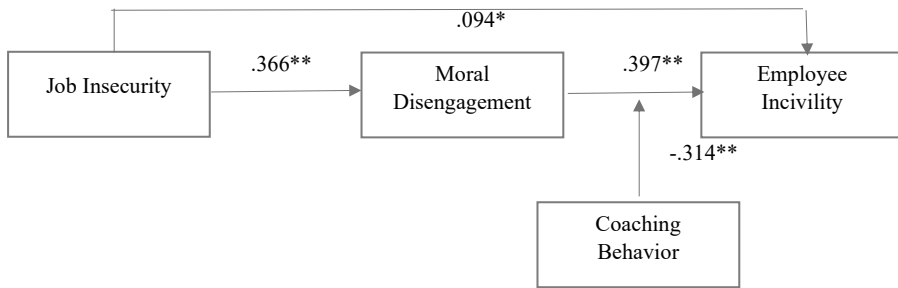


Table 2: Indirect effects and bootstrapped 95% confidence intervals

Path	Effect	<i>p</i>	Lower 95% Confidence interval	Upper 95% Confidence interval
Job Insecurity -> Moral Disengagement	.312	.0001	.24	.38
Moral Disengagement -> Employee Incivility	.405	.0000	.31	.49
Job Insecurity -> Employee Incivility	.049	.1908	-.12	.02
Coaching Behavior -> Moral Disengagement	-.314	.0000	-.43	-.24

Moreover, in this current research relationship between JIS and MD is gauged. JIS was significantly related to MD ($b = 0.366, t = 8.537, p < .01$), supporting Hypotheses 2. Moreover, the findings demonstrated that MD fully mediates the link between JIS and employee incivility supporting hypothesis 3 (see Table 2). Bootstrapping results displayed the path between JIS and MD primarily was positively interrelated, and a level of significance was attained, which also applies to the link between MD and employee incivility. Moreover, the 95% “confidence interval” for the two relations did not resolve at “0” which shows a significant partial mediation effect (effect = 0.1268) and 95% “confidence interval” (LLCI = 0.09, ULCI = 0.17), providing support for hypothesis 3.

Table 3. Conditional indirect effects of job insecurity on employee incivility through moral disengagement according to coaching behavior

Mediator	Coaching behavior	Effect	SE	LLCI	ULCI	
MD	Low	-1SD	.1865	.03	.1173	.2694
	Middle	0	.1220	.02	.0821	.1709
	High	+1SD	.0576	.02	.0147	.1066

Note. LLCI = lower-level confidence interval; ULCI = upper-level confidence interval

Hypothesis 4 anticipated that the indirect effect of JIS on employee incivility via MD would vary depending on the amount of coaching behavior and that this indirect impact would be 0.1865. Table 3 demonstrates that the %95 confidence interval (.12,.27) did not possess "0" but, when coaching behavior was high, the resultant indirect effect was noted to be 0.0576, and the confidence interval (.01,.10) did not contain "0". Consequently, the index of moderated mediation (Hayes, 2013) was .-07 and the confidence interval (-.12, -.03) did not include "0". Hence, hypothesis 4 was also supported.

5 Discussion

5.1 Key findings

Theoretically, the existing research outcomes contribute to the present literature on JIS, MD, coaching behavior, and employee behavior by gauging their causal associations in the hospitality and tourism sector based on psychological work-related theories. Based on social exchange theory (SET), we investigated the intervening role of MD and the moderating impact of coaching behavior in the causative link of JIS and employee incivility. The findings of this study revealed that JIS is linked to MD and employee incivility. Furthermore, the association between JIS and employee incivility was mediated by MD. In addition, the results of this study showed that coaching behavior buffers the negative effect of MD between JIS and employee incivility.

The current study findings on the relation between JIS and MD are congruent with the social exchange theory and corroborate findings from other studies (Huang et al. 2017). The nervousness of losing the job leads to employees' MD. Casino employees with negative perceptions of job security are plagued with higher levels of MD. The results regarding the relationship between JIS and employee incivility validate the work done by Tian et al. (2014). Casino employees who feel insecure about their jobs involve uncivil behavior toward customers due to elevated stress levels. They blame the casino for the insecurity and take revenge upon the organization through deviant behaviors (Tian et al. 2014).

The study results further propose that MD mediates the impact of JIS and employee incivility. Using social exchange theory, we explained the cognitive processing that might underlie the JIS and employee incivility association (Valle et al. 2019). Employees who perceive that the JIS appears to be a ubiquitous stressor, casino employees might morally disengage at first and may have unfavorable perceptions of employee incivility. Similar findings were observed in the study done by Valle et al. (2019). Cited authors found that abusive supervision as a stressor leads to MD at first, then leads to deviant behavior.

5.2 Theoretical implications

The current research results shed new light on and add important insights into the outcomes of JIS. This is one of the first research proposing empirical findings and discussions in the context of hospitality and, more specifically casino sector. First, current research adds to the body of knowledge by testing the association between JIS and MD among casino employees. This is essential since the contemporary casino literature still needs to be discovered on this relationship. The finding regarding the JIS → moral disengagement relationship is not only congruent with social exchange theory (SET) (Cropanzano/ Mitchell 2005) but also obtains support from the work of Huang et al. (2017).

Second, the existing literature needs to be clarified on the association between JIS and its outcomes (e. g., Karatepe et al. 2020; Kaya/Karatepe 2019). Our research contributes to the body of knowledge by examining the function of MD as a mediator of the relation between JIS and employee incivility. As a result, it bolstered the moral disengagement's intervening function. The findings contribute to the literature on MD by introducing JIS as a novel example. Previously, moral disengagement's harmful impacts were depicted to be limited to deviant employee behavior (Valle et al. 2019). We have now expanded this to contain employee incivility among casino employees.

MD mediates the impact of JIS on casino employee incivility. These findings corroborate with SET (Cropanzano/ Mitchell 2005). The availability of JIS gives rise to casino employees' MD, which, in turn, increases employee incivility.

Third, in light of recent calls to broaden the criterion area to include circumstantial antecedents of deviant behavior (e. g., Tian et al. 2014; Valle et al. 2019), the current study builds on past work in terms of determining the buffering role of coaching conduct. Regarding the SET, we displayed that coaching behavior could diminish JIS' undesirable impact among casino employees. The moderated mediation framework, which drew on social exchange theory to describe the mediation path, is an essential outcome of this study. The research above demonstrated how a workplace stressor, JIS, may affect employee incivility through MD. It sheds light on investigating other antecedents of employee incivility in that MD might bond the critical effect. As a buffering power, coaching behavior moderated the intervening impact of MD on the indirect linkage between JIS and employee incivility.

5.3 Managerial implications

The results of this current paper suggest several implications for casino management. First, JIS was found to be a bleeding wound in the competitive casino segment. Casino management should consider “internal” and “external” stakeholders during the decision-making process to endure business sustainability

standards (Karatepe et al., 2020). Comprehended as a social component of organizational sustainability, job security should be granted to those who effectively carry out their obligations by corporate standards. Job security would increase the casino staff's likelihood of leaving the organization.

Second, training casino staff to improve customer delivery demonstrates that the casino management values its current human capital. In such programs, utilizing experiential exercises and the company's records of service failures and their resolutions would contribute to the growth of casino employees' commitment to service quality. Thirdly, consistent with Poulin et al. (2008), mindfulness-based interventions present an exclusive chance for employees to reduce stress impacts and advance their well-being (Olorunsola/Saydam/Ogunmokun/Ozturen 2022). In training mentioned above, casino managers can boost employees' confidence, enthusiasm, and self-esteem to deal with a possible stressor such as JIS and a psychological mechanism, MD.

Lastly, top-level management of casinos should agree that JIS is a psychologically worrying and sometimes traumatic subject with severe undesirable consequences (Tian et al. 2014). Since employee incivility appeared to be the mistreatment of employees toward their customers, these unwanted acts might, directly and indirectly, damage the casino. In this vein, the casino's decision-makers should make thoughtful decisions to diminish the destructive anxiety resulting from JIS, which can have severe mental and interactive results. In this regard, casino executives should organize meticulous human resources practices, such as agreements, increasing wages, compensations/rewards, and strategies to improve employees' productivity.

5.4 Limitations and recommendations for further research

Because of the peculiar tourism conditions in Northern Cyprus, the results of this study were operationalized in hotels in Northern Cyprus, which may restrict their generalizability (Ozduran/Tanova 2017). In the present study, we focused solely on a single behavioral effect of JIS. The recommendation for further studies is to focus on behavioral other implications such as organizational citizenship behavior, nonattendance behavior (proclivity for leaving work early/proclivity to be late for work), or intention to quit. Moreover, future research can underscore the association between JIS and physical or psychological outcomes of workplace stressors. The current study utilized a coaching behavior moderator, which could be used in future studies as a buffering role in the relationship between workplace stressors and outcomes. The data for this study were collected at a single point; hence, future studies should collect data over time. Because we gathered data from 4- and 5-star hotels in Northern Cyprus, future research could look into other sectors and subsectors of the economy. The pandemic profoundly affected tourism and hospitality (Saydam/ Olorunsola/ Avci/ Dambo/

Beyar 2022; Saydam/Olorunsola/Rezapouraghdam 2022). Future research might also include comparing hotel employees from different departments or levels of service interactions (e. g., frontline vs. management personnel) to determine the effects of COVID-19 on specific subgroups of the hotel staff. Lastly, gauging the propositioned associations via cross-national data (e. g., America, Monaco, or Macau) in upcoming research would portray a more comprehensive sketch of whether casino employees employed in the gaming sector in various locations report similar results of JIS and MD. Lastly, current research might be replicated in other service settings. For instance, banks, airlines, and hospitals would contribute to the current knowledge of JIS and its outcomes.

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