

## The role of the organizational climate in the effect of workplace incivility on revenge intention

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### Abstract

Workplace incivility and revenge are considered to be negative for organizations. The climate of the organization is considered important because of its impact on organizational goals and outputs. The aim of this study is to investigate the effect of workplace incivility on revenge. In addition, the role of the organization's climate as an intermediary in this relationship has been examined. Therefore, a survey has been conducted with 153 flight crew members in the civil aviation sector. According to the results of the study, incivility positively affects the intention of revenge and negatively affects the climate of the organization. The climate of the organization negatively affects the intention of revenge. In addition, partial mediation has been found in the relationship between incivility and revenge.

**Keywords:** Workplace Incivility, Revenge Intention, Organizational Climate

**JEL Codes:** M10, M12, C12

### 1. Introduction

As a result of today's dynamic business conditions, employees come from different cultures. For this reason, people's attributes and personalities differ, and employees' behavior in their relationships with one another may go against the rules of kindness known as treaties (Küçük & Çakıcı, 2018). Workplace incivility has been frequently encountered in organizations recently as one of the undesirable behaviors in working environments (Çoban & Deniz, 2021); it is defined as rude, disrespectful and attention-seeking behaviors that occur in business environments (Kızıloğlu & Akgemci, 2021). Due to the fact that it has negative emotions within it, it can affect organizational outputs and processes and therefore should be prevented (Üstün & Ersolak, 2020). When the relevant literature is examined, it is seen that the relations between workplace incivility and many changes are the subject of research (Küçük & Çakıcı, 2018b). The intention of revenge (Kaya & Parlak, 2020), which is characterized as negative behavior, is one of these concepts and has found relatively little place in organizational behavior researches. The display of revenge behavior (Yılmaz, 2014), which is defined as an individual response in case of unfair behavior, undoubtedly depends on the formation of the intention of revenge. Personality traits can be effective on the formation of revenge, as well as inter-employee relations and working environment, i.e. organizational climate (Usta et al., 2019).

The concept of organizational climate (Hellriegel & Slocum, 1974), which is highly important in the field of organizational behavior, is explained as a concept that seeks to understand the effects of organizations on the employees (Eryılmaz & Gülova, 2017). It has been discovered that there have not been enough studies carried out in the field connected to this concept (Ensari & Zembat, 1999), which is seen as a contemporary field of study by researchers, practitioners and organizational theorists (Aydoğan & Dinçer, 2017). In most studies, it is seen that the organizational climate is focused on positive organizational outcomes and its interaction with negative behaviors that may occur in organizations is ignored (Phillips et al., 2018).

The aim of this study is to explain the effect of workplace incivility on revenge through the concept of organizational climate. Since no other studies have been found that evaluate the effect of the variables in the study subject, the study is unique in this aspect and is thought to contribute to the field writing.

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## 2. Research Concepts and Hypotheses

### 2.1. Workplace Incivility

While kindness behavior is the positive attitudes that the individual expects from his/her surroundings, unkind behavior is characterized as disrespectful and rude behaviors perceived by the individual from his/her surroundings (Polatçı & Özçalık, 2013). Respect and kindness are the behaviors that all business people expect in business life (Demirkasımoğlu & Arastaman, 2017). However, due to today's work intensity and difficult living conditions, every employee may exhibit rude behaviors in business life from time to time (Bal Taştan, 2014) or be subjected to these behaviors. These behaviors, which are not unkind from an organizational point of view, are characterized as workplace unkind behavior (Faheem and Mahmud, 2015). First developed by Andersson and Pearson (1999), the concept of workplace incivility (Kızıloğlu & Akgemci, 2021) is conceptualized by the theory of social change, which seeks to explain individual behavior in social changes and is based on mutual norms (Swift & Virick, 2013). According to Andersson and Pearson (1999), workplace incivility; it is a perverse behavior that occurs as a violation of the rules of mutual respect in the business environment, with low intensity and whose intentions are not fully determined, but which can harm its target. Martin (2008) defined this concept as violating the mandatory rules of compliance with the working life of the workers. Robbins and Judge (2013) describes it as voluntary behavior that threatens the peace of the organization and its business, while Caza and Cortina (2007) claims that these behaviors may be implicit or explicit. Çiçek and Çiçek (2020) describes workplace incivility notion as a behavioral disorder.

Since there is no physical attack in unkind behavior (Işıkyay, 2019), workplace incivility has less intensity compared to other negative behaviors (Kızıloğlu & Akgemci 2021). The main reason for this is that the employee who is subjected to incivility has difficulty in perceiving this behavior (Tortumlu & Taş, 2020). Although unkind behavior is considered harmless by many employees, over time it can become aggressive and harmful (Çoban & Deniz, 2021).

Managers, colleagues and customers can be the source of workplace incivility, and these behaviors can be encountered in three different locations. Individuals may be subjected to unkind behavior, exposure and witness positions in the work environment (Schilpzand et al., 2014). Workplace incivility is one of the most professional types of behaviors in which negative organizational behavior is exhibited. These behaviors are not examples include sending e-mails that are demeaning and unpleasant to employees, gossiping, interrupting each other, addressing each other using a bad tone, using provocative words, listening to phone calls, and mixing other employees' personal belongings (Kanten, 2014a). Workplace incivility is not only limited to verbal behaviors, but can also occur as bodily behaviors. Hostile look at, ignore or exclusion of colleagues can be counted in this group (Lim, Cortina & Magley, 2008). Research on the precursors of incivility has shown that factors such as status differences, working year, age (Pearson et al., 2000), and gender (Kanten, 2014a) can have an impact on workplace incivility. However, it should not be overlooked that unkind behavior itself can be a cause and turn into revenge or behavior.

### 2.2. Revenge Intentions

Many positive or negative events can occur in organizations (Tekin & Kaya, 2021), which are places where employees spend most of their time, and in this case it can affect the behavior of the employees (Tatarlar & Çangarlı, 2018). Revenge is one of these negative behaviors encountered in organizations. Although the concept is defined in different ways in the literature, in the most general way; an individual response to punishing the other party (Cota-McKinley et al., 2001) for an injustice (Bradfield & Aquino, 1999; Çiçek, 2021), insult or perceived harm (Gollwitzer & Denzler, 2009). In the light of this information, the intention of revenge can be characterized as feelings or thoughts that occur in the individual against the injustice or insult suffered by the individual. Revenge, even later, is characterized as being able to stand up to injustice or an insult and can be seen as a victory against past victimization. Although there are opinions that consider revenge useful in this respect, despite the possibility of normalization of relations, it is also accepts as the cause of an endless cycle and a harmful behavior that is not virtuous, which enslaves the person to the past, disrupts interpersonal communication and

psychological well-being (Chakrabarti, 2005; Kara & Özbek, 2021; Staub et al., 2005). Revenge is a mood that has a detrimental impact on those who seek it (Nayir, 2015). It is a harmful behavior that reduces the quality of work life, productivity, speed and increases costs by causing internal turmoil (Karaca et al., 2017), which therefore affects the daily lives of employees as well as their lives (Mount et al., 2006). Revenge (Çetin & Kumkale, 2020), which manifests itself as behavioral deterioration in the work, can be challenged in secret or openly. Gossiping, ignoring, sharing information and giving negative feedback about the person or persons who harmed him are cited as examples of covert revenge behavior, while the use of organization resources, theft, job slowdown, damage to organizational tools and equipment (Jackson et al., 2019), failure to provide the necessary support to the person deemed to have harmed, making derogatory acts, humiliation, embarrassment, reporting, disparaging and suing others (Tripp et al., 2002) is cited as an example of open revenge behavior. Those who are subjected to unkind behavior may exhibit similar to revenge behavior, withdrawal behavior (Seçkin, 2021) and social slacking behavior (Kanten, 2014a). According to Yılmaz (2014), employees who are subjected to some negative behavior may develop a sense of revenge. The following is the hypothesis that has resulted from this:

H<sub>1</sub>: Workplace incivility positively affects the intention of revenge.

It should be taken into account that there may be some things that go wrong in organizations where there is a tendency to revenge (Usta et al., 2019). Because achieving organizational goals is contingent on reducing harmful behaviors within the organization (Yılmaz, 2014). The opportunity for revenge depends on interpersonal relations, the strength of the parties and personality traits, but also on the organizational climate (Kaya & Parlak, 2020). For this reason, we have tried to explain the concept of organizational climate in the following section.

### 2.3. Organizational Climate

The organization is defined as a social entity that is consciously structured, coordinated and connected to the external environment in line with the set goals. The main element that constitutes the organization is not a building or a set of policies, but the relationships between individuals in the organizational environment and these individuals (Daft, 2015). Based on this reality, the first studies on understanding and explaining the concept of climate (Sezgin & Sönmez, 2018), which is seen as an important variable in understanding and explaining the organizational environment, began with the researches of Lewin et al. (1939) on social climate (Fleishman, 1953). Since the 1960s, the organizational climate (Ensari & Zembat, 1999), which has been the source of interest of researchers, has been characterized as a concept that allows one organization to gain its own identity by separating it from another (Friedlander & Greenberg, 1971), because it has individual and organizational consequences (Taştan & Yurtkoru, 2018), which have been tried to be defined by researchers in different ways.

Varol (2015) defines the organizational climate as the result of the organization's culture, while Mullins (2010) describes it as an atmosphere that surrounded the organization. Moghimi and Devi Subramaniam (2013) say that what is invisible is the whole of shared values, beliefs and norms that have become tangible with the attitudes and behaviors of employees. Koys and DeCotiis (1991) defines the organizational climate as a multidimensional and experimental-based phenomenon shared by members of the organization and presently present. According to Gray (2007), the climate of the organization; Although it has the ability to be measured as in the real climate, it is a metaphor for the perceptions of employees and a collective result of individual perceptions. Based on all these definitions, it is possible to define the organizational climate as follows; It is a psychological term that constitutes the personality of the organization, distinguishes the organization from others, depicts it, dominates the organization, has a stable, immutable and continuous characteristics within the organization and affects the behavior of employees and affects them, although it cannot be observed concretely, it is a psychological term that can be felt and perceived by employees (Karcioglu, 2010). As this definition shows, the organizational climate can be affected positively or negatively by the behavior of employees. Incivility, employee satisfaction (Demirsel & Erat, 2019), business satisfaction, intention and performance of quitting (Kızıloğlu & Akgemci, 2021), happiness (Tortumlu & Tas, 2020), subjective well-being (Small &

Çakıcı, 2018a), working well-being (Distinguished, 2021), creative employee performance and leader-member interaction (Flower & Flower, 2020) and stress (Yıldız & Bayrakçı, 2020) has been found to negatively affect organizational outcomes. The following is the hypothesis that has resulted from this:

H<sub>2</sub>: Workplace incivility negatively affects the organizational climate.

The organizational climate is a concept related to employee perceptions (Oldham & Cummings, 1996), and assumptions about these perceptions can be collected in four headings. These are the ones that are going to employees behave at the level they perceive the organization's environment, their commitment to communication with other employees and managers in this environmental perception, the individuality of the organizational climate and finally, as a result of this perception, the relative importance of the organizational environment and the expectations of the organization from the employees (Sherman et al., 2018). Positive behaviors can be expected from employees in organizations with strong and positive climate perception, and in organizations where the climate is strong but negative, it is inevitable that employee behavior will be negative (Schneider et al., 2002). Positive organizational climate; organizational commitment and business performance behaviors (Taştan & Yurtkoru, 2018), the tendency towards innovation (Koçak & Temiz, 2016), perception of support for innovation (Özbağ, 2012), individual compliance performance (Dogru, 2019), organizational trust (Day & Söyük, 2017), innovative business behavior (Yiğit & Yiğit, 2019), organizational citizenship behaviors (Aydoğan & Dinçer, 2017), employee performance (Tortumlu & Taş, 2019; He found that he increased his 2017), job satisfaction (Korkmaz & Bağcı, 2020), employee voice behavior (Babadağ & Dalgın, 2020). That the climate of negative organizations is one of the important reasons for unethical behavior in organizations (Bute, 2011; Gümüştekin & Durmaz, 2019), mobbing formation directly affected (Yılmaz et al., 2008), increased organizational silence behaviors (Yalçınsoy, 2017) and meaningfully affected virtual slacking behaviors (Özkan & Erbay, 2021). The most important actor in determining the climate of the organization is undoubtedly the managers. The study of Seçkin (2021) found that negative managerial behavior influenced the intention of revenge on employees. There are two main reasons for workplace indecency. The first of these is; individual characteristics such as personality, demographics and emotions. The second reason is some organizational factors (Kanten & Kanten, 2016). The status of organizational communication channels is organizational culture (Williams et al., 2013), organizational structure, working hours in the organization, connection of authority and competence between employees and organizational climate (Reio & Ghosh, 2009). The organization climate is affected by the attitudes and behaviors of employees, as well as the attitudes and behaviors of employees can affect the organizational climate (Eröz, 2015). As a result, behaviors that lack respect and kindness in the work life can have significant, effects on both employees and organizations (Küçük & Çakıcı, 2018b). The hypothesis we have created in the light of this information is as follows:

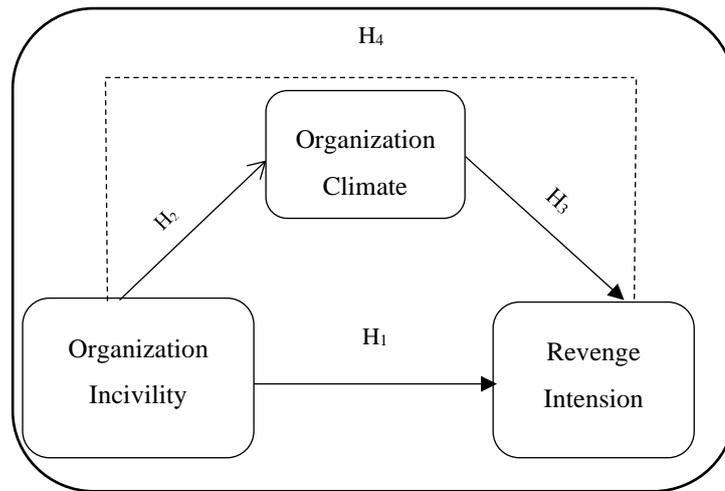
H<sub>3</sub>: Organisational climate negatively affects revenge intentions

H<sub>4</sub>: The organizational climate mediat the relationship between workplace incivility and revenge intention.

### 3. Method

#### 3.1. Research Model

Workplace indecency is the independent variable of the research, and revenge is the dependent variable. It is thought that the organizational climate will play a mediator role in this interaction. The research model created within this scope is given in Figure 1.



**Figure 1.** Research Model

### 3.2. Universe and Sampling

Before the data started to be collected within the scope of the study, an ethics committee request has been made to the Scientific Research and Publication Ethics Board of the Rectorate of T.C. Muş Alparslan University for research permits on 21.05.2021. Research permit has been obtained with the decision numbered 7-15 taken at the meeting of the Scientific Research and Publication Ethics Board dated 26.05.2021 with number E-10879717-050.01.04-12998. The universe of the study is made up of flight personnel working in the civil aviation sector and the size of the universe is unknown. A private airline company is the sample of the research. Although there are different approaches regarding sample size, 5 times the size of the observed variable (Büyüköztürk, 2002) is considered sufficient. The survey has been created online using the snowball sampling method as part of the study, has been initially shared with 26 employees and they were asked to share it with other flight staff friends as a result of their answers. The number of questions on the scales used in the study was 29 and it was assumed that the sample size represented the universe because there were more than 5 times the number of questions participants (n=153).

### 3.3. Data Set and Analysis

It was deemed appropriate to apply the survey technique has been thought to be appropriate for the study. In this context, a survey was conducted between 01.09.2021 – 15.10.2021 with the flight personnel of a private airline. Participants were informed of the basis of volunteering. A total of 153 people received feedback over a period of forty-five days. Since the participants have answered all the questions in the surveys, there is no survey excluded from the survey. SPSS 25.0 program and SmartPLS v3.3.3 statistical programs were utilized for the analysis of the data obtained from the research. Demographic data for participants are given in table 1.

**Table 1.** Demographic Data

Variables		Frequency	Percent
Gender	Woman	90	58,8
	Male	63	41,2
Age	25-30	27	17,6
	31-40	81	52,9
	41-50	23	15,0
	51-55	12	7,8
	56 +	10	6,5
Task	Host-Hostess	133	86,9
	Cabin Supervisor	14	9,2
	Captain Pilot	6	3,9
Sum	Less than 1 year	29	19,0
Work Time	1-3	77	50,3
	4-6	28	18,3
	7-10	15	9,8
	10 +	4	2,6
	Sum	153	100,0

As can be seen from Table 1, the majority (58.8%) of the respondents are women. The most common age range of participants (52.9%) is between the ages of 31 and 40. Most of the participants (86.9%) were hosts and stewardesses, and when looking at their total working time (50.3%), it is understood that they are in the range of 1-3 years.

### 3.3.1. Measurement Tools

**Organization Climate Scale:** The research used the organizational climate scale developed by Ertem and Gökalp (2019) to measure the organizational climate. The scale consists of 27 substances and 6 dimensions. However, within the scope of the study, social climate dimension, which is one of the dimensions of the scale, was used. This dimension consists of seven expressions. Survey questions were answered on the 5-Likert scale, 1- Strongly disagree At All 5- Strongly agree. The researcher measured the  $\alpha$  value of the scale as 0.80.

**Workplace Incivility Scale:** The workplace unkind scale developed by Cortina et al. (2001) and adapted to Turkish by Cicek and Cicek (2020) was used to measure workplace indecency within the scope of the study. Survey questions were answered on the 5-Likert scale, 1- Strongly disagree At All 5- Strongly agree. Cortina et al. (2001) and Cicek and Cicek (2020) measured the  $\alpha$  value of the scale at 0.89.

**Revenge Intent Scale:** The study hared wade's (1989) revenge intent scale to measure revenge intent. Akin et al. (2012) has adapted the scale to Turkish. Survey questions are organized in accordance with the 5-Likert scale, which is 1-Never and 5- Always. The researchers measured the reliability of the scale as  $\alpha=0.86$ .

### 3.3.2. Measurement Model

Although there are many methods for testing the data obtained from the study, the study was based on the double-digit approach proposed by Anderson and Gerbing (1988). This approach requires the creation of a measurement model before proceeding to the test of hypotheses and subsequently looking at the structure validity and reliability criteria. The match validity and reliability of the model created using the SmartPLS v3.3.3 program for the establishment of the measurement model are given below in table 1.

**Table 2. Reliability and Numbness Validity**

Variables	Items	Factor Installation	External	Alpha	Rho_A	CR	AVE
<b>Incivility</b>	In1	0,624		0,905	0,908	0,905	0,577
	In2	0,758					
	In3	0,773					
	In4	0,836					
	In5	0,777					
	In6	0,761					
	In7	0,774					
<b>Organizational Climate</b>	Oi1	0,805		0,906	0,918	0,902	0,575
	Oi2	0,742					
	Oi3	0,745					
	Oi4	0,618					
	Oi5	0,993					
	Oi6	0,734					
	Oi7	0,605					
<b>Not Being at Work</b>	In1	0,648		0,859	0,875	0,857	0,507
	In2	0,563					
	In3	0,844					
	In4	0,872					
	In5	0,568					
	In6	0,712					
	In7	0,712					

Factor loads are data that should be examined within the scope of the model. In this context, factor loads were examined and in5' factor load was removed from the analyses because it fell below the desired values. It is understood that the factor loads of other scales and the values of Cronbach  $\alpha$ , CR and rho<sub>a</sub> ( $\epsilon_A$ ) are over 0.700 and these results do not pose a problem in terms of reliability (Hair et al., 2017). Since it is understood that the model is not a reliability issue, the numbness validity (AVE) values are examined and it is understood that these values are higher than 0.500 on all scales and that this value is greater than the accepted value (Fornell and Larcker, 1981). From all this data, it is understood that the validity and reliability of the scales of the model created within the scope of the study are ensured. Since the numbness validity of the scales is ensured, the discrete validity must be looked at and in this context, the Heterotrait-Monotrait (HTMT) values proposed by Henseler et al. (2015) and the Fornell and Larcker (1981) criteria were examined and their results were shared in Table 3.

**Table 3. Decomposition Validity**

Variables	1	2	3
<b>Fornell and Larcker Criterion</b>			
<b>1. Incivility</b>	0.755a		
<b>2. Organization Climate</b>	-0,568***	0.760a	
<b>3. Revenge</b>	0,859***	-0,538***	0.711a
<b>Heterotrait-Monotrait Ratio (HTMT)</b>			
<b>1. Incivility</b>	-		
<b>2. Organization Climate</b>	0,553	-	
<b>3. Revenge</b>	0,836	0,526	-
a $\sqrt{AVE}$ ; p<0,001			

Fornell and Larcker (1981) argue that the correlation value between variables should be less than the match validity (AVE) value, while Henseler et al. (2015) suggests that the intervariate HTMT value should be less than 0.85. As can be understood from Table 3, when looking at the relationships between the variables in the study, it is understood that both the Fornell and Larcker (1981) criteria and the Heterotrait-Monotrait (HTMT) values proposed by Henseler et al. (2015) are provided. All these results are seen to ensure the reliability of the scales used in the study, the validity of numbness and

decomposition. For this reason, the structural condition of the model created within the scope of the study has been started to be checked.

## 4. Findings

### 4.1. Structural Model

Streukens and Leroi-Werelds (2016) recommend the use of bootstrapping method to test hypotheses within the framework of the model established in research. In this context, the harmonization values of the model established were examined with a repeat size of 5000 bootstrap. The SRMR value of the installed model was measured as 0.066. This measured value is Henseler et al. (2016). Since it is lower than the threshold of 0.08 it accepts, it has been accepted that the adaptability value of the model established within the scope of the study is good. The results of the analysis of the hypotheses created within the scope of the study are given below.

**Table 4.** Structural Model

Structure	Direct Impact	t-Value	p Value	PCI	f2	Situation
İncivility→Revenge Int.	0,706	5,879	0,000	[0,490; 0,971]	1,972	Acceptance
İncivility→Organization Climate	-0,549	4,325	0,000	[-0,769; -0,276]	0,432	Acceptance
Organization Climate →Revenge Int.	-0,203	1,938	0,035	[-0,419; -0,009]	0,176	Acceptance
<b>Measurement of endogenous structures</b>						
		<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>	<b>Q2</b>		
Organizational Climate		0,302	0,291		0,161	
Revenge Int.		0,849	0,834		0,371	

As table 4 shows, incivility has a meaningful and positive effect on revenge ( $\beta=0.706$ ;  $p<0.01$ ), while it has a meaningful but negative effect on the organizational climate ( $\beta=-0.546$ ;  $p<0.01$ ). Based on these findings, the hypotheses "H1: Workplace indecency positively affects the intention of revenge" and "H2: Workplace indecency negatively affects the organizational climate" were accepted. According to the other hypothesis result tested within the framework of the model; The climate of the organization has a meaningful and negative effect on the intention of revenge ( $\beta=-0.203$ ;  $p<0.01$ ). Based on this finding, the hypothesis "H3: The climate of the organization negatively affects the intention of revenge" was accepted.

Since some values should be looked at in the explanation of endogenous variables, Q2 values were looked at for determination coefficient (R2), regulated determination coefficient (R2) and cross-verified redundancy within the scope of the study. The regulated R2 value is 291 for the organizational climate and 0.834 for revenge. Stone-Geisser Q<sup>2</sup> values calculated using blindfolding method; 0.161 for the climate of the organization and 0.371 for revenge. Bootstrapping method was used for the test of the final mediation hypothesis created within the scope of the study and the test results are given in Table 5.

**Table 5.** Indirect Effect Analysis

Hypothesis	Total Impact	p Value	Direct Impact	p Value	Indirect Impact	p Value	Agent Status
NZ→OC→RE	0,844	0,000	0,706	0,000	0,121	0,000	Partial Agent

As the table shows, it is understood that incivility had a meaningful effect on revenge ( $\beta=0.844$ ;  $p<0.001$ ) before the intermediary variable organizational climate was modelled. This effect decreases ( $\beta=0.121$ ;  $p<0.001$ ) when the organizational climate, which is intermediary variable, is included in the model. The fact that the effect between indecency and revenge is reduced rather than meaningless means that there is partial mediation in this relationship. For this reason, the hypothesis that "H4: The climate

of the organization mediates the relationship between workplace indecency and revenge behavior" was also accepted. All these results show that all hypotheses established within the scope of the study are supported.

## 5. Conclusion and Discussion

The effect of revenge should not be ignored in the disclosure of workplace indecency (Üstün & Ersolak, 2020), which is one of the negative behaviors that organizations must deal with (Tatarlar & Çangarlı, 2018). In addition, the organizational climate, which is the concept that distinguishes one organization from another due to its characteristic characteristics, is a very important element for enterprises and achieving organizational goals depends on the existence of a positive organizational climate (Halis & Uğurlu, 2008). With this study, the effect of workplace indiscretions on revenge was examined and the role of the organizational climate was investigated in this relationship. The findings of the study are as follows:

A positive and meaningful relationship was found in the effect of workplace indecency on revenge ( $\beta=0.706$ ;  $p<0.01$ ). In other words, unkind behavior encountered at work can lead to the formation of revenge. This finding is seen as important because the intention of revenge can turn into revenge behavior. Revenge behavior can cause vicious circle and cause harmful consequences for the organization. A negative and significant relationship was found in the effect ( $\beta=-0.546$ ;  $p<0.01$ ) between unkind behavior and the organizational climate. In other words, unkind behavior negatively affects the organizational climate. Since the organization's climate is important for businesses, this finding is seen as important for the field writing. This result is consistent with the findings of by Bal Taştan (2014) and Üstün and Ersolak (2020). A negative and meaningful relationship was found in the effect of the organizational climate on revenge ( $\beta=-0.203$ ;  $p<0.01$ ). In other words, the positive organizational climate reduces the intention of revenge. Tekin and Kaya's (2021) study supports this finding, finding that organizational justice and relations with managers counted in a positive organizational climate negatively affect the intention of revenge. The research looked at the role of the organization's climate as a means of revenge for the behavior of incivility. In this relationship, it was found that the organizational climate had a partial intermediary effect. In other words, the climate of the organization partially eliminates the effect of unkind behavior on the intention of revenge.

Based on these findings, some suggestions may be presented. Those in charge of making decisions in the company should pay close attention to how employees interact with one another. This is because observation can detect unkind behavior, preventing these behaviors from turning into revenge and then behavior. Since revenge behavior can lead to an endless cycle, it can complicate the performance of organizational goals. In addition, the organizational climate is likely to be damaged in this relationship. However, the positive organizational climate can prevent unkind behavior as well as contribute to the formation of many other positive results. Since the organizational climate is one of the important concepts in organizational success, applications that can establish a positive organizational climate should be tried to be developed, and nepotistic behaviors that will disrupt the organizational climate should be avoided by prioritizing justice and merit in business and transactions. As with any study, this study has some limitations. Since the opinions of the participants are primarily taken through a questionnaire, individuals may not have answered these questions correctly. In addition, the study has been carried out only in one sector. This situation restricts the generalization of the results. Studies to be carried out in different sectors and at different times will be able to contribute to the field writing.

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